EMALAHLENI LOCAL MUNICIPALITY



DECLARATION

WE, THE DELEGATES in the Indaba of the Emalahleni Municipality, held at the Emalahleni Local Municipality on 26 March 2010, representing all corners of our Municipality consisting of parastatals, ward committees, business, youth, councillors and national, provincial sector departments municipal officials and traditional leaders, hereby re-affirm our commitment to the process of integrated development planning.

RECOGNISING that this process is guided by a legislative framework as enshrined in the Constitution and more articulated in the Local Government: Municipal Systems Act 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations, 2001, and other pieces of legislat ion.

ACKNOWLEDGING that the inputs that have been made by the various stakeholders and communities, including National and Provincial Departments will be included into and form an integral part of the IDP document.

RE-AFFIRMING that the IDP document will be continuously reviewed in terms of Section 34 of the System Act.

THEREFORE DECLARE that the IDP Document has been solidly recognised and supported by our communities as the strategic and all-inclusive Document that links, integrates and co-ordinates all plans and takes into account proposals for the development of the Emalahleni Municipality with the implementation of the plan, forms the policy framework and general basis on which annual budgets are based, and which will guide development within the communities.

1. OVERVIEW OF 2010/11 REVIEWED IDP

The 2010/11 IDP is a mandatory review of the five-year strategic Integrated Development Plan, which was developed and approved by Council in year 2006/7.

This document has undergone a metamorphosis over the years and with that, various developmental milestones have been reached and along the way, critical development lessons have been learnt. This has necessitated constant consultations with the communities of EMalahleni and regular confirmation of the municipal priorities to ascertain that expected deliverables are common and that the organization is indeed doing what is expected.

In its current sate, the document highlights the key developmental issues within the Municipal Area and how they are to be addressed during the next financial year and other years to follow.

The compilation and review of the IDP is guided by Chapter 5 of the Municipal Systems Act, which spells out all the components and key processes that need to be followed and stipulates the following:

"Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) forms the policy framework and general basis on which annual budgets must be based;
- (d) complies with the provisions of this Chapter; and
- (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation."

As far as the status of an integrated development plan is concerned Section 35 states that an integrated development plan adopted by the council of a municipality-

- "(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a bylaw."

Section 36 furthermore stipulates that-

"A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan."

This means that once adopted, the IDP becomes the source document for all Municipal operations.

SECTION A THE VISION

1. MUNICIPAL VISION:

"Striving together to be an excellent centre for service delivery and development"

Each year every plan and activity by the municipality is meant to realize this vision. With an understanding of the mammoth tasks, challenges, potentials and capabilities that are existing in EMalahleni to enhance and where possible to turn around the architectural designs, planning and socio-economical limitations that were engineered and imposed on our society through the systems of the past.

This vision acknowledges our existing challenges, economic & cultural diversity and yet in all this, Council is determined to becoming the hub of efficient and effective service delivery. The Vision is seen as the ultimate destination that this Council wishes to reach after five years and beyond.

2. THE MISSION STATEMENT:

"Providing affordable, accessible and sustainable quality service, enhancing community participation and creating a climate for economic development"

3. CORE VALUES

To realize the organizational Vision and Mission EMalahleni adopted the following values:

- Efficiency
- Effectiveness
- Transparency
- Community involvement
- Growth and development
- 4. MUNICIPAL KEY FOCUS AREAS

The foundation of all EMalahleni development plans is the on the Five Key Performance Areas for local government. Council in turn identified its focus areas based on the Key Performance Areas. These are areas on which this Municipality focuses its short and long term development objectives. The Focus Areas are as follows:

Key Focus Areas based on the Five KPAs for Local Government
Financial Viability
Infrastructure development and service delivery
Community Participation and intergovernmental relations
Local Economic Development
Performance Management
IDP implementation
Good Governance

This is the foundation of the rest of this document, of all municipal plans and programmes. All is done to realize the above and focus have been outlined with the understanding that if in undertaking the daily business of the organization sight is not lost of the above then the Council's Vision would eventually become a reality.

SECTION B: KEY LEGISLATION AND STRATEGIC DOCUMENTS INFORMING THE IDP

The cornerstone of eMalahleni IDP is a number of documents without which this IDP will then be alienated from the Government Programme and the plans that maybe implemented would not be inline with the Government's Vision.

1. THE CONSTITUTION

The Constitution of the Republic of South Africa of 1996 outlines the objectives and developmental duties of municipalities (S152 and S153). Section 155 further outlines categories of municipalities. As far as the developmental duties of municipalities are concerned, a municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and participate in national and provincial development programmes. The objects of local government are:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organizations in the matters of local government.

2. THE WHITE PAPER ON LOCAL GOVERNMENT

Within the framework of the Constitution, the White Paper on Local Government (1998) establishes the basis for a new developmental local government system, which is committed to working with citizens, groups, and communities to create sustainable human settlements, which provide for a decent quality of life and meet the social, economic, and material needs of communities in a holistic fashion. The developmental local government centres on working with local communities to find sustainable ways to meet their needs and improve the quality of their lives. This is realizable through the integrated development planning.

Local government has been given a new constitutional mandate to create and sustain humane, equitable, and viable human settlements. The central responsibility of municipalities is to work together with local communities to find sustainable ways to meet their needs and improve the quality of their lives, within the context of developmental local government. Developmental

local government has several interrelated characteristics that enable it to maximize social development and economic growth: viz; integrating and coordinating, democratizing development as well as leading and learning.

3. THE MUNICIPAL SYSTEMS ACT NO 32 OF 2000

Within any local area many different agencies contribute to development, including national and provincial departments, parastatals, trade unions, community groups and private sector institutions. Developmental local government must provide a vision and leadership for all those who have a role to play in achieving local prosperity. Poor coordination between service providers could severely undermine the development effort. S24 of the MSA states that:

A) The planning undertaken by a municipality must be aligned with, and complement, the development plans, and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

B) Municipalities must participate in national and provincial development programmes as required by section 153(b) of the Constitution.

- C) If municipalities are required to comply with planning requirements in terms of national or provincial legislation, the responsible organs of state must:
 - I) align the implementation of that legislation with the provisions of this Chapter; and
 - II) in such implementation:
 - (i) consult with the affected municipality; and

(ii) take reasonable steps to assist the municipality to meet the time limit mentioned in S25 and the other requirements of this Chapter applicable to its integrated development plan.

D) An organ of state initiating national or provincial legislation requiring municipalities to comply with planning requirements, must consult with organized local government before the legislation is introduced in Parliament or a provincial legislature, or, in the case of subordinate legislation, before that legislation is enacted.

4. The Municipal Systems Act: The Status of an IDP

In terms of the Act, S25 (1) each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which, *inter alia*, links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and aligns the resources and capacity of the municipality. In order to ensure certain minimum quality standards of the IDP process and a

proper co-ordination between and within the spheres of government, the preparation of the planning process has been regulated in the MSA. The MSA further provides, *inter alia*, for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, to establish a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government. In terms of S26 of the MSA, the core components of an IDP are:

- the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- the council's operational strategies;
- applicable disaster management plans;
- a financial plan, which must include a budget projection for at least the next three years; and
- the key performance indicators and performance targets determined in terms of the Performance Management System.

The IDP process also provides an opportunity for the municipality to debate and agree on a long term vision for the development of the municipality. After adoption by the municipal council, the IDP binds the municipality in the exercise of its executive authority.

5. THE MILLENNIUM DEVELOPMENT GOALS

South Africa as a Sovereign State is also guided by the International Community Targets, and thus the adoption of **Vision 2014** which is derived from the United Nations' Millennium Development Goals.

Vision 2014 provides a series of milestones to ensure progressive attainment of opportunities envisaged:

- By 2008 no village household should be without clean potable water;
- By 2010 there must be decent sanitation for all, and in Mpumalanga all bucket systems must be eradicated by the end of 2005;
- By 2012 there must be electricity in all households;
- By 2014 poverty, unemployment and skills shortages should be reduced by 50% respectively; and
- By 2014 improved services to achieve a better National Health Profile and a reduction of preventable causes of death including violent crimes and road accidents, should be achieved.

Vision 2014 is functionally part of the Mpumalanga Provincial Growth and Development Strategy (PGDS) and has also been incorporated into the eMalahleni IDP.

6. THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

Being one of the 21 largest centres of economic activity in South Africa, the eMalahleni Municipality also supports the principles of the National Spatial Development Perspective, which can be summarized as follows:

- Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.
- Government infrastructure investment beyond basic service delivery will be in areas of high development potential or economic growth.
- Efforts to address inequalities should focus on people and not places.
- Areas with high levels of poverty <u>and</u> high development potential should receive investment beyond basic services to exploit this potential.
- Areas with low development potential should receive investment to provide basic services as well as social transfers, HRD, and labour market information.
- Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.

7. THE PROVINCIAL GROWTH & DEVELOPMENT STRATEGY

The PGDS is considered a strategic document in as far as it ties provincial policies with national policies while it spells out strategies on a sectoral level.

Moreover, the PGDS also serves as guideline to provincial departments and local government initiatives.

The PGDS is therefore a guiding principle when government departments and municipalities lay out their budget allocations in the light of key growth and development priorities at the beginning of each budgeting cycle. It is thus essential that the issues and programmes emanating from IDPs be compatible with the priority areas of the PGDS.

The Province has identified six priority areas of intervention as part of the Provincial Growth and Development Strategy, namely:

- Economic Development (i.e. investment, job creation, business and tourism development and SMME development)
- Infrastructure Development (i.e. urban/rural infrastructure, housing and land reform)
- Human Resource Development (i.e. adequate education opportunities for all)
- Social Development (i.e. access to full social infrastructure)
- Environmental Development (i.e. protection of the environment and sustainable development)
- Good Governance (i.e. effective and efficient public sector management and service delivery).

8. THE MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

- Government is currently implementing a new electoral mandate based on the core objectives of increasing employment and reducing poverty. Premised on a People's Contract, this mandate defines the strategic objectives and targets for the five-year period and the Second Decade of Freedom.
- This Medium-Term Strategic Framework (MTSF) seeks to identify the development challenges that government has to confront in the first five years of the decade. It is also meant to serve as a backdrop to guide planning and budgeting across the three spheres of government.

- While informed principally by the electoral mandate, the MTSF also takes into account how
 global and domestic conditions may change over time. An attempt is made to take on board
 the trajectories defined in the Scenario Planning Process (*Memories of the Future*), and thus
 weigh the trade-offs against the desired macro-social outcomes.
- The MTSF will help inform five-year strategic plans that national and provincial departments will be asked to table alongside their budgets in early 2005. To the extent that the gap between the desirable and the possible will depend on available resources as well as government capacity, the document seeks to identify the few critical things that need to be done to define a new trajectory for the country's development.

The Strategic Priorities

- Economic and Fiscal Policy Tradeoffs
- Increasing the rate of Investment
- Private Sector Investment
- Public Sector Investment in Economic Services
- Facilitating Economic activity within the Second Economy
- Preserving and developing Human Resources for and through Economic Growth
- The State as facilitator of Economic Growth
- Improving State Capacity for Growth and Development
- Combating crime to facilitate Economic Growth
- International Relations for Growth and Development

The Government's current programme starts to identify the key things required to take the country onto a higher growth and development trajectory. What is further needed is to weigh the trade-offs in the detail, and prioritize the immediate catalytic interventions. Further, as implementation unfolds, conceptual issues will arise at the policy level and in terms of practical implementation. Among these issues are:

- Transport systems, both public and freight
- Housing, urban development and issues relating to the National Spatial Development
 Perspective
- Health, developing both the public and private health care sectors
- Education, FET, school performance and other issues relating to the skills training nexus
- Labour market reforms to ensure higher levels of employment growth
- Small business development approaches
- Local government fiscal policy and mandate issues
- Industrial strategy with emphasis on sectoral strategies

- Land reform
- Financial services and its contribution to development
- BEE and the tradeoffs entailed in achieving broad-based black economic empowerment
- The parameters of macroeconomic policy
- International relations, trade and regional economic integration
- Local planning frameworks and possible obstacles to development in this area.

9. ALIGNMENT OF THE MUNICIPAL PRIORITY ISSUES & THE DISTRICT KEY FOCUS AREAS TO THE KEY PERFORMANCE AREAS OF LOCAL GOVERNMENT

During the eMalahleni IDP process, care was taken that the alignment between the Priority Areas of Intervention as contained in the Provincial Growth and Development Strategy, the eMalahleni Key Focus Areas and the IDP Priority Issues for the municipality be properly done. Eighteen IDP Priority Issues were identified as reflected in the table below.

	eMalahleni IDP Priority Issues
Issue 1:	Organisational Development and Transformation
Issue 2:	Financial Viability
Issue 3:	Good Governance and Communication
Issue 4:	Town Planning and Land Use Management
Issue 5:	Social Health and Transversal Services
Issue 6:	Education and Skills Training
Issue 7:	Culture, Libraries, Sport and Recreation
Issue 8:	Public Safety
Issue 9:	Water and Sanitation
Issue 10:	Electricity Supply
Issue 11:	Roads and Stormwater
Issue 12:	Transportation
Issue 13:	Land Reform
Issue 14:	Housing
Issue 15:	Environmental Management, Parks and Open Space
Issue 16:	Waste Management
Issue 17:	Local Economic Development and Job Creation
Issue 18:	Youth Development

These Priority areas are linked to the Priority Intervention Areas of the Provincial Growth and Development Strategy and are based on the five KPAs of Local Government. They are also linked to linked to the Nkangala District Municipality's Priority Issues as reflected in the table below:

NDM IDP Priority Issues	eMalahleni IDP Priority Issues
1. Powers, Duties and Functions	1. Organisational Development and
2. Organisational Restructuring and	Transformation
Transformation	2. Financial Viability
3. Financial Management	3. Good Governance and Communication
4. Good Governance and Communication	4. Town Planning and Land Use Management
5. Spatial Restructuring and Service Provision	5. Social and Health Services
6. Health	6. Education
7. Education	7. Culture, Libraries, Sport and Recreation
8. Welfare	8. Public Safety
9. Culture, Sport and Recreation	9. Water and Sanitation
10. Safety and Security	10. Electricity Supply
11. Emergency Services	11. Roads and Stormwater
12. Water and Sanitation	12. Transportation
13. Electricity Supply	13. Land Reform and Land Administration
14. Roads and Stormwater	14. Housing
15. Transportation	15. Environmental Management
16. Land Reform and Land Administration	16. Waste Management
17. Housing	17. Local Economic Development and Job
18. Environmental Management	Creation
19. Waste Management	18. Youth Development
20. Economic Development and Job Creation	

The Diagram below is an indication of illustrates the link between the priorities of EMalahleni and those of the District and of the Performance Areas for all Local Government as set by National Government.



DIAGRAM 1: FUNCTIONAL RELATIONSHIP BETWEEN PGDS, NDM KEY FOCUS AREAS, NDM PRIORITY ISSUES, EMALAHLENI

SECTION C:

PROCESS FOLLOWED IN THE COMPILATION OF THE IDP & STAKEHOLDER PARTICIPATION

1.1 Process Followed

The IDP Process Plan, which highlights key milestones of IDP Process as per IDP Guidepack as well as the role-players and their roles, was developed and adopted by Council on 26 August 2009 as per Section 29 of the Municipal Systems Act. The Municipal Workers strike which took place in July led to delays in the adoption of the Process Plan, initially scheduled to be undertaken in July. This process plan was aligned to the District's Framework Plan to ensure that the processes run concurrently and that the IDP is compliant and credible.

The steps followed in the review process are summarized below per Key Performance of Local Government and per each phase of the IDP process.

On the following page is a diagram illustrating the process that was followed during the IDP Review.



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IDP Phase PREPARATORY PHASE:	Expected Milestone within this phase Before starting the planning process, an IDP Process Plan must be drawn up. This plan is meant to ensure the proper management of the planning process. The Plan must be set out in writing in terms of the legislation and must comply with the provisions of the District Framework Plan in terms of the binding National and Provincial Planning Frameworks, mechanisms and processes stipulated in the Framework Plan of the District. All municipalities must adopt their IDP Process Plans by July 2009. Development strategies must then be	Progress The Process Plan was developed and was adopted by Council on 26 August 2009; it was scheduled to be adopted in July but was delayed due to Municipal Workers Strike. The Process Plan was further advertised prior to adoption for public comments it spelt out process the legal mandate, the milestones per phase of the IDP to be reached and the periods within which those milestones had to be reached as well the role-players and their roles in the process.	Local Government KPA Democracy & Good Governance This phase relates to the Good Governance KPA due to fact that the Process Plan steps outlined in the process plan should be compliant to legal requirements. In this phase, Democracy is emphasized because within the process plan it is clear where and when all key role players will be consulted and when their comments are to be incorporated into the IDP should be outlined in the process
	developed focusing on finding the best way for the municipality to meet a development objective. Once the municipality has identified the best methods and strategies to achieving its development objectives identification of specific projects must commence. This phase should be completed by December 2009.		which in this case was. This allows for transparent compilation of the IDP as well as to allow all interested to be part of the IDP process to engage with the Municipality

ANALYSIS PHASE:	During this phase, information is	The Councillors' IDP Forum was held on 30	Institutional Development &
	collected on the existing conditions	August 2009 to enable Councillors to	Transformation
	within the municipality. When assessing	scrutinize the IDP, revisit the Problem	
	the existing level of development in the	Statemenets and challenges facing the	For an organization to truly transform
	municipality, the level of access to basic	Municipality as well as progress that has	it needs to first outline that which are
	services and those communities that do	been made in resolving some of the	pits and challenges and to do a
	not have access to these services must	challenges over the years.	thorough SWOT analysis and to also
	be identified. Focus must be on the		identify its opportunities.
	types of problems faced by community	This session was followed by the 6	Identification of service delivery
	in the area and the causes of these	Community Outreach Meetings that were	backlogs etc. Doing this enables the
	problems. The identified problems are	undertaken on the 1 and 5 September	organization to outline its priorities
	assessed and prioritized in terms of what	2009 at the following venues:	and developmental objectives. At
	is urgent and what needs to be done		this stage the organization was able
	first. Information on availability of	 Empumelelweni 	to identify gaps and areas that need
	resources is also collected during this	 Reyno Park High School 	attention in order to achieve
	phase. Priority issues highlighted during	Klarinet Hall	maximum and synergistic outputs.
	the 2009/10 IDP processes will also be	Roman Catholic Hall	
	revised and confirmed during this phase.	 Combo Courts - Phola 	
	Community meetings, stakeholder	Rietspruit Hall	
	meetings, surveys, opinion polls and	 Shiloh Church next to Lynnyille Hall 	
	researched information should form the		
	basis of this abase. This abase should be	 LuBambo Ground 	
	basis of tills pilase. Tills pilase situatu be		
	completed by september 2009.	A follow session was held on 2 & 5	
		December 2009 to ascertain the	
		community needs that had been	
		submitted through Ward Committees.	
		These sessions were held in the following	
		venues:	

		Hlalanikahle Clinic	
		Reyno Park Primary Dine Ridse Secondary School	
		Sy Mthimunye Stadium	
		Mehlwana School	
		Thubelihle Hall	
		 Likazi Ground Love Life Centre 	
		The Municipal Problems were revisited	
		and additional problems added.	
		Additional key data that was previously	
		not in the IDP such as the humber of people with access to basic services,	
		number of registered indigents, access to	
		HIV/AIDS statistics and the number of people receiving ABVs. basic geographical	
		information etc.	
		IDP Technical Work Groups were held	
		between 8 and 17 September 2009 to	
		review and finalize the problem	
		statements per each of the Municipal	
		Priority Issues.	
STRATEGIES PHASE:	Municipalities must begin to	The Municipal Vision, Mission were	All five KPAs were applicable in this
	contemplate on the best possible	reconfirmed at the IDP Representative	phase.
	strategies to tackle the identified	Forum, the problem statements per issue	

challenges. Critical in this process in	were discussed at length with the aim of	Infra-structure & basic Service
order to ensure a focused analysis, the	developing strategies to mitigate these	delivery
municinal vision must he confirmed and	challenges to grow the organizational	
	resources. This IDP Representative Forum	 Has there been any improvement
מפעפוסטותופתו טטןפכנועפא כטתנמותות כופמר	was held on 11 November 2009 followed	on back-logs
statements of what the municipality	by the Municipal Strategic Lekgotla held	 Where back-logs still exist what
would like to achieve in the medium	between 15-17 November 2009, which	strategies need to be taken into
term to deal with the problems outlined	was to review the Municipal Strategies	consideration
in the first phase he confirmed Internal	and to identify quick wins and narrow	 Is the Municipal capacity
transformation neads formail's	down the Municipal Strategic Focal Issues,	sufficient to undertake this if not
	which have informed the IDP.	what are strategies can be
development priorities must be taken		developed around capacity,
into account when formulating council	These were followed by the second wave	which was then duly developed.
objectives. This process should involve	of the IDP, whereby the communities	
strategy workshops, targeted	were given the chance to raise	LED & Growth
stabahalder annananants muhlic		 Once the key economic hubs/
	Here, the key strategic documents were	Nodes had been identified,
hearings, sector Provincial and National	also revisited such as the ruling party's	innovations around how Small
Departments engagements, social	Medium Term Strategic Framework, the	and Medium Micro Enterprises
partners, interest-based groups and	National Spatial Development Perspective,	can benefit, as well as how they
organized civil society	the Provincial Growth and Development	can be assisted to ensure that
	Strategy as well as the Millennium	they are able to compete in
	Development Goals, in order to determine	economic activities taking place
	whether the organization was developing	around the Municipality and
	its strategies linked to these strategic	more on how to create a
	documents.	conducive environment for the
		SMME to operate with
		EMalahleni's economy were
Unce the municipality has worked out		developed.
to do to get there, it needs to work out how to get there.		Financial Management & Viability

	Strategies around improving the
	 Building the capacity of the
	Supply Chain Unit.
	9 terminities [certification of the second s
	Transformation
	Strategies to create a corporate
	 Strategies towards better
	 Surveyes towards better customer care and achieving the
	Batho Pele principles.
	 Strategies around Improving
	Capacity
	Good Governance & Democracy
	 Strategies around improvement
	of community involvement.
	 Development of a Ward
	Committee Performance Plan.
	A number of projects were identified
	as an outcome of the above and

All KPAs are affected as the projects being finalized at this stage affect every KPA.	
The municipality is at this stage where the projects are being finalized. Liaison with other stakeholders is critical at this stage, as the municipal resources do not allow the municipality to realize all its objectives. The important sector plans are also being revisited to identify whether they are still in line with the objectives of the municipality. The stage is not yet complete. It will be finalized during the first week of February. Some Sector departments have submitted their projects for the next financial year and the Department of Co-operative Government and Traditional Affairs (COGTA) was approached for assistance in catalyzing the project lists form the other sector departments, which have not submitted.	The Final IDP is to be presented to Council for adoption on 19 March 2010.
Once all projects have been identified, the municipality must confirm that the identified projects will achieve the desired impact in terms of addressing the identified challenges, are aligned with the objectives and strategies, and comply with legislation. The identified programmes/projects will set the pace and direct the trajectory emanating from the overall picture of the development plans of all the stakeholders, including sector departments and social partners. During this period, Provincial Sector Departments will have finalized their draft strategic plans.	After the completion of the IDP compilation process, the IDP document must be presented to the council for consideration and adoption. All local municipalities must adopt their final IDP for 2010/11 by the 19 th of March 2010 to enable the District to adopt its 2010/11 IDP by the 31 st of March 2010. In terms of S36 of the MSA, a municipality must give effect to its IDP
INTEGRATION PHASE:	ADOPTION PHASE

and must conduct its affairs in a manner which is consistent with its integrated	development plan. The budget of the municipality must be informed by the	adopted IDP. The public must be informed of the adoption of the	reviewed Integrated Development Plan	by notice in a newspaper circulating in the District or by placing the notice in	official notice boards in terms of Section 25 (4) of the Act. It is critical to note that	in terms of S25 (4)(b) of the Act	municipalities must after adoption of the	IDP publicise a summary of the Plan.

alignment of development plans, participation by communities in the municipal activities as well as encouraging intergovernmental relations. Each Priority Issue as identified in EMalahleni IDP is linked to each Key Performance Area of Local Government. The IDP Review process has gone through each phase and thorough engagements internally and externally have been undertaken with the objective to enhance the

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Ward Committee Summit

Attendance

Technology Hall. All 27 CDW's located around EMalahleni were expected to participate in this Summit including internal management staff of All 320 Ward Committee Members and 64 Councilors were invited to the CDW/Ward Committee Summit held in Tshwane University of the municipality to act as resource personnel in various commissions. The attendance in numbers is as follows:

Total Number of:

- Councilors: 24 (27.5 %)
- Ward Committee Members: 136 (42.5%) (a) (d) (b)
 - Municipal Officials: 18
- Community Development Workers: 20 (74%)

A total recorded number of attendees is 198. That is 49.5 % attendance from the expected total amount of 400 expected participants.

Attendance from Councilors remains poor. Ward Committee Members made an effort but lack of representatives from some wards remains an area of concern. The management officials particularly the directors was good so as the attendance of CDW's which is always appreciated.

Documents

The following were the documents discussed during the plenary and during the three commissions throughout the day. They list as follows:

- Agenda
- Phases of the IDP process and the role of Ward Committees
 - Ward Committee Performance Work Plan
- Proposal on the Implementation and handing over of Capital Projects and Community Participation
 - eMalahleni Local Municipality Progress Report

	Immissions re previous CDW/Ward Committee Summit had 6 Commissions namely ;(a) Financial Viability (b) Good Governance and Community articipation (c) Local Economic Development (d) Infrastructure and Basic Services (e) Development and Planning and (f) Public Safety. This year three commissions were approved, listed (a) Financial Viability and the IDP (b) Communications and (c) Community Participation. stort on Commission 1 (Financial Viability and the IDP) (b) Communications and (c) Community Participation. stort on Commission 1 (Financial Viability and the IDP) (b) Communications and (c) Community Participation. stort on Commission 1 (Financial Viability and the IDP) (b) Communications and (c) Community Participation. stort on Commission 1 (Financial Viability and the IDP) (b) Communications and (c) Community Participation. stort on Commission 1 (Financial Viability and the IDP) (b) Communications and (c) Community Participation. stort on Commission 1 (Financial Viability and the IDP) (b) Communications and (c) Community Participation. stort on solid / effective strategy for revenue collection. There is a need for more indigent qualifying residents to register as Indigents according to the Indigent Policy. There is a high number of visible illegal connection activities in EMalahleni. Infrastratively. Irinpippi are not protected thus they remain silent for the fear of their safety. Elections have proven to affect the functioning of the municipality in service delivery both politically
٠	Committees and Community Development Workers. Meter Connections (Not done/maintained/read properly)
•	A need for more involvement of the municipality in CSI (Corporate Social Investments) and benefits including spin-offs that favor community development within the miming sector.
٠	Meter reading (Not done/Miscalculated)
٠	It is noted that the municipality lacks qualified personnel which results in poor service delivery.
٠	It is a disturbing growing trend that EMalahleni households do not all receive monthly statements on TIME.
٠	The monitoring and evaluation system of all municipal staff is either non existent or not properly implemented.
•	There is lack of land available (for residential areas)
•	Removal of informal settlement (Not done/properly done)

Report on the Nkangala District Municipality 2006 CDW/Ward Committee Summit Resolutions Report on the EMalahleni Local Municipality 2008/2009 CDW/Ward Committee Summit.

Draft on Community Participation Policy

Draft on Ward Committee Policy Draft Communication Strategy

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•	That a corruption hotline must be established and be operational
•	Ward Committee members to encourage Indigents to be registered
•	Ward Committee members including Community Development Workers must educate communities on payment of services through in
	community meetings and intensive actions such as door-to-door campaigns.
•	Steering Committees must be formulated that deal with projects in all wards by councilors.
•	There must be a communication strategy formulated amongst and for Councilors, Ward Committees and Community Development Workers
•	A revenue Enhancement Committee must either be revived or established.
•	Training on consumer education and credit control is required.
Col	mmission 2 (Communications)
•	The Communication Strateøv must he adonted hv no later that February 2009
•	Ward Committees must be resourced with Communication tools such as cell phones as means to enhance communication.
•	Communication Office Channels or tools be fully used. These include loudhailing, electronic display of information (Main Road) and
	municipal account/statement to reflect the Communication Cycle.
•	The release and flow of information should be consistent such as Fraud, Corruption, Investigations and Suspensions.
•	Establish a fully fleshed Unit & Budget for it and well resourced in the following financial year.
•	Head of Communications must sit in all executive meetings of the Management, Mayoral and the Council.
•	Communication Section must develop a leaflet or a plate for ward committees and Councilors that speaks about the vision, mission and values.
•	Establishment of a Local Communication Forum (LCF) to ensure the flow of information.
•	Council sitting is an open sitting and any member can attend.
٠	Emphasize the publishing of meeting dates (Itenary)
CO	mmission 3 (Community Participation)
•	A code of conduct be made available for Ward Committee Members and stipulate clearly penalties on misconduct.
•	That the correction of the Ward Committee Members be changed from 2 ½ years to the full 5 years thus run concurrently with the Ward Councilors term of Office.

Resolutions taken from Commission 1

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- That members of Ward Committee Members be automatically excluded and this action be noted to the Speaker
- That a funeral contribution of Ward Committee members from the municipality be explored starting with a figure of R50.00 and upwards.
 - That the proposed stipend of R 800.00 be increased and be measured with the stated performance indicators and the ommunity Development Workers Salary.
- That a skills programme plan for Ward Committee members be drawn and work towards proving the Ward Committee members with the skills to perform their duties as stated by the Draft Policy on Community Participation and Ward Committee Policy.
 - That printing errors noted on both policies be corrected as noted.

Other Matters arising

- For future Summits of this nature, transport must be organized to assist Ward Committee Members who can not afford the transport fares.
- That secretaries be informed by the Office Of the Speaker of such events as it has been noted/alleged that some Councilors do not inform their Ward Committee Members on time for important events such as this Summit.
- That a council resolution to adjust the current fares be adjusted to match the current taxi fares in all areas.

Outcomes of Public of Participation Meetings COMMUNITY PRIORITIES BASED ON OUTCOMES OF WARD BASED PLANNING SESSIONS.

WARD 1: Clr J.S. Nkosi

Project Type	Need	Location	Comments from the Ward Committee
Sanitation	Sewerage Pipes	Hlalanikahle Phase 1 & Phase 2	No waterborne sewerage.
	Construction of Toilets for 150 families	Area previously used as an Eskom Powerline Servitude	No sanitation
Electricity	Electricity reticulation for 150 families	Area previously used as an Eskom Powerline Servitude	No access to electricity
	Installation of Highmast lights	Hlalanikahle	Area is dark and escalates crime.
Roads & Stormwater	Sub-soil Drainage System	Lindokuhle & Hlalanikahle	Speeding and spinning of
			venicles is continuous. High prevalence of accidents.
			Streets Flood and erode and
	Stormwater Drainage System	Lindokuhle & Hlalanikahle Phase 1 & 2	flows into houses.
	Speed Claming Devices	Lindokuhle & Hlalanikahle	To reduce speeding and
			prevalent accidents
	Tarring of Dirt Roads	Hlalanikahle	To improve the road infra-
			structure
Housing	Subsidized Housing	The whole ward	For adequate shelter

28

Public Facilities	Water Drainage System at the	Hlalanikahle	For porpoer maintenance of
	Sorts Ground		Ground
	Post Office	Hlalanikahle	For access to postal services
	Shopping Centre	For the ward	For access to services

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Ward 2: Clr A.M.R. Mokoena

Project Type	Need	Location	Notes
Sanitation	Toilets	Hlalanikahle Phase 1 & 2	The community has dug many
	Sewer Pipe Line	Hlalanikahle Ext 2 E Section	pits in their yards and is a health
			hazard and children are at risk.
Water	Water Connection	Hlalanikahle Ext 1, 2, 2 E Section &	Community has been living in the
		4	area for 15 years with no water.
Electricity	Upgrade of Electricity Bulk Lines	Hlalanikahle Ext. 2 E Section	Transformers trip when the
	and Electricity Connections		weather is bad/ during winter.
Roads & Stormwater	Paving of Roads and construction	The whole ward	Roads in bad condition and are
	of Stormwater drainage systems		extremely potholed; during
			funerals, some homes are not
			accessible by car/hearses.
	Grading of Gravel Roads	The whole ward	During rainy weather, these
			roads are not easily accessible.
	Speed Calming Devices	Main Roads	Speeding vehicles hazardous to
			pedestrians
Housing	Adequate housing at the Informal	The whole ward	Residents have been residing in
	Settlement and completion of		the area for 15 years and the
	incomplete housing.		area remains an informal
			settlement.

	Infill housing for the elderly	The whole ward	The aged is not catered for when allocating housing projects.
Public Facilities	Sports & Recreation Facility	For the whole ward	No playing ground/ recreational facility for children and the youth, this creates other social problems.
	Post Office	For the whole ward	No postal services available to the community
	Pension payout Point	To be established at the strategic point within ward.	Pensioners need transport fare to reach the payout point in town.
	Orphanage	For the whole ward	A number of homeless children is increasing.
Health	Improved Service: Hlalanikahle Clinic & 24 hour clinic	Hlalanikahle Ext 4 Phase 4	Poor service at the clinic.
	Community Health Awareness Programme	For the whole ward	For prevention & cure.
Public Safety	Access to 24 Hour Emergency Services	For the whole ward.	The call centre is not accessible
	Need for safety, security, police patrols and/visibility.	For the whole ward.	Crime is escalating
Local Economic Development	Small Scale Farming Project	For those interested within the ward	Poverty Alleviation, support to local initiatives & Job Creation
Waste Management	Additional Waste Collection Points	For the ward	For environmental management & health.
Social Development	Additional Pension Payout Points	For the whole ward	For easier access to the elderly and the sick.

Project Type	Need	Location	Comments from the Ward Committee
Sanitation	Sewer Pipelines	Empumelelweni	The area has no sewer pipelines and has been formalized, therefore needs all bulk infrastructures.
Water	Water bulk infrastructure and connections	Empumelelweni	With the township, establishment residents have been located in areas with no water services.
Electricity	Electricity bulk infrastructure & reticulation.	Empumelelweni	To avoid overloading & explosion of transformers as well as to
	Upgrade of Electricity Lines	KwaGuqa Ext 11	ensure that households have continued access to the electricity.
Roads & Stormwater	Stormwater Drainage	KwaGuqa Ext 11	The area has been recently
	Tarring of Roads	KwaGuqa Ext 11	formalized and needs all basic
Housing	Housing development	KwaGuga Ext 11	The area has been recently
			formalized and needs all basic infrastructure
Public Facilities	Taxi rank: Shelter/canopies	KwaGuqa Ext 11	Project needs to be completed.
Education	School	KwaGuga Ext 11	There is no school in the area.

WARD 3: Clr I.V. Ngubeni

Project Type	Need	Location	Comments from the Ward
			Committee
Sanitation	Upgrading of Existing Sewer Line	The whole Ward	Persistent Leaks & pipe-bursts
Electricity	Upgrade of Electricity Lines	The whole Ward	Electricity trips easily particularly
			in bad weather.
Roads & Stormwater	Paving of internal Streets Roads	The whole Ward	Roads generally in a bad
	Grading of Gravel Roads	The whole Ward	condition.
	Speed Calming Devices	The whole Ward	
Housing	Provision of Land	The Informal Settlement	To formalize the informal
			settlement.
	Provision of Housing Units	The informal Settlement	To formalize the informal
			settlement.
Transport	To redirect taxi routes within the ward	The whole ward	The Taxi Route is too far.
Public Facilities	Library	For the whole Ward	For educational and Recreational
			activities.
	Pension Payout Point	For the whole Ward	A strategic point accessible to all
			pensioners needs to be
			identified.
	Orphanage	For the whole Ward	To house homeless orphans
			within the ward.
	Post Office	For the Whole Ward	To access postal services.
	Sports facilities	For the whole Ward	For recreational purposes.
Public Safety	Police Visibility	In the whole ward	To reduce crime.
	Emergency Services	For the whole ward	To reduce the reaction time in
			cases of emergency.
Finance	Community awareness on the	For the whole ward	To improve revenue, to enable
	importance of payment of rates		service delivery.

WARD 4: Clr B.E. Maduna

32

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Project Type	Need	Location	Comments from the Ward
			Committee
Roads & Stormwater	Rehabilitation/ construction of Streets	KwaGuqa Ext 4 & 5	Roads generally in a bad condition.
	Construction of Storm Water	KwaGuqa Ext 5	
	Drainage System		
	Clearing of catch pits and paving	The whole ward	
	of side-walks		
Electricity	Continuous supply of electricity	For the whole Ward	Power shortages
Public Facilities	Community Multi-purpose Centre	For the whole Ward	For easier access to government
			services and for recreational
			purposes.
Housing	Allocation of Housing	For the whole Ward	Units to Backyard Residence and
			to the evicted.
Public Facilities	Pension Payout Point	For the whole Ward	A strategic point accessible to all
			pensioners needs to be
			identified.
	Orphanage	For the whole Ward	To house homeless orphans
			within the ward.
	Post Office	For the Whole Ward	To access postal services.
	Sports facilities	For the whole Ward	For recreational purposes.
Public Safety	Police Visibility	In the whole ward	To reduce crime.
	Emergency Services	For the whole ward	To reduce the reaction time in
			cases of emergency.
	Safety at Public Parks	In the whole ward	Adults sue these parks as
			drinking places, not safe for
			children.

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	rainage syste	m maintenance		
 Installation of 	stormwater a	at KwaGuqa Extension 7 along the lov	w-lying houses	
 Grading of un 	tarred roads			
 Cleaning of the second s	ie illegal dump	ping spot at Ext.9 and Open space		
 Maintenance 	of highmasts	and streetlights		
 Community h 	all			
 Installation of 	[:] meters throu	ghout the ward.		
 Storm -Water 	Overflowing t	o homes at EXT 9.		
 Upgrade of pc 	wer lines.			
WARD 7: Clr M.R. Ma	buza			
Project Type		Need	Location	Comments from the Ward
				Committee
Electricity	<u> </u>	Upgrade of Electricity Capacity	The whole Ward	Continuous interruptions affect schools, libraries, businesses, and damages electrical appliances.
Roads & Stormwater		Maintenance of roads	The whole Ward	The roads are potholed and no
		Patching of Potholes		Stormwater drainage and no sidewalks to decrease accidents

WARD 6: Cir P.I. Mokoena

	Construction of Sidewalks		and provide safety routes for
			pedestrians.
Housing	Provision of Housing Units	The whole ward	There is a huge housing back-log
			particularly with the escalating
			population growth.
	RDP House is collapsing at No.		
	4,82,86 & 94		
Transport	To redirect taxi routes within the	The whole ward	The Taxi Route is too far.
	ward		
Public Facilities	Sports facilities	For the whole Ward	There is only one sporting facility
			in the area and it only caters for
			soccer. There is a need to
			develop other sporting codes.
	Community Multi-purpose Centre	For the whole ward	The centre will enable the
			community to undertake their
			community development
			activities and will contribute to
			youth development and Local
			Economic Development and
			would also be a meeting place
			for the ward communities.

WARD 8: Clr M.T. Mhlanga

- Upgrading of the pump station at ext 17
- Construction of a bridge between Vosman ext 17 & ext 15
- Development of RDP houses at ext 15
- Upgrading of roads and storm water drainage ext (15,16,17)
- Development of speed humps on designated crowded mass road crossing points
- Purchasing Land for housing and recreation
- Kalkspruit overflowing onto nearby houses
- Structural Defect of the Costas Bridge on the N4
- Waste Removal not taking place regularly.
WARD 9: Clr S.Z. Mathebula

◆Sewer Connection at ext 16
◆Access to Clinic and Mobile Police Station
Development of RDP house at ext 16 and Clewer
Upgrading of roads and storm water drainage - Clewer
Availability of a satellite pay point (ext 16 &Clewer)
 Installing electrical meter boxes at ext 16
◆Speed humps at Thabo Mbeki road & Matthew Phosa Drive
♦Building a Multipurpose centre
Construction of a bridge between Vosman &Ferro bank (Kalkspruit)
Exploring further on Land availability for settlement purposes
◆Building a clinic / police station at Clewer location
 ◆Building of RDP housing, and Secondary School within the area ◆Upgrading of roads and storm water drainage infrastructure around Clewer.

WARD 10: Clr C.L. Maraba			
Project Type	Need	Location	Comments from the Ward Committee
Sanitation	VIP Toilets	Mbeki & Tsietsi	Residents use pit toilets
Electricity	Streetlights	Willie Ackerman, Godfrey Motha, van Dallen & Thomas Mahlangu Streets	Crime hotspot particularly at night.
Roads & Stormwater	Installation of Robots	Willie Ackerman Street Fourway Stop	Speeding and spinning of vehicles is continuous. High prevalence of accidents.
	New Stormwater Drainage System	The whole ward particularly Ackerville (B13 & 2)	Streets Flood and erode and flows into houses.
	Speed Humps	Jiyane Street	To reduce speeding and prevalent accidents
	Paving of Streets	Narvis, Kunene & Sonny Ndala Streets	Windows are broken in nearby houses due to flying gravel and continuous dust.
	Paving of Passage	Between Mbete & Willie Ackerman Streets	This is a quick walkway, which is often muddy and not used by pedestrians but quite
			necessary.
	Paving of Sidewalks	Willie Ackerman Drive	Sidewalks get muddy and people tend to
Dublic Eacilities	Construction of Multinumore Contro	Mithin the word	For community mostings 0, mornational
Public Facilities	construction of Multipurpose Centre	within the ward	For community meetings & recreational facilities
Housing	Housing Development	The whole ward	Additional Housing needed, some residents
			still live in shacks.
Town Planning	Proclamation of Informal Settlements	Mbeki & Tsietsi	Non-proclamation means the community is without hasic infrastructure and services
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Project Type	Need	Location	Comments from the Ward Committee
Sanitation	Toilets	Mpondozankomo & Thembalethu Squatter	Residents use pit toilets
Electricity	Streetlights	Kaldine Drive; Demas Street; Collins Drive; Watersen street, Heyns Drive; Goodman Street	Crime hotspot particularly at night.
	High Mast Lights (Apollo)	Oortman Street and Over Meyer Street; Park No. 5972/29 Ackerville	
Roads & Stormwater	Paving of Street	Paving Short Street A.218 near Demas Street.	Road is muddy and erodes during rain.
	New Stormwater Drainage System	The whole ward	Streets Flood and erode and flows into houses.
	Speed Humps	Kaldine Drive; Demas Street; Collins Drive; Watersen street, Heyns Drive; Goodman Street	To reduce speeding and prevalent accidents
	Road rehabilitation & Paving	Portion Ackerville Ext 10 (Duvha Roads Street Rehabilitation): Radebe Street to be tarred;	Roads in bad condition since 1987

WARD 11: Clr M.J. Shiba

		Stephen Mbethe Street to be tarred; Umfolozi Street to be tarred; Mahlalela Drive to be tarred; Rehabilitation Street, paving blocks; Silindi Street, Zakheni Street, Majuba Street	
Roads & Storm-Water	Paving of Passage	Between Roman Catholic Church & Sibukosethu School Between Roman Catholic Church & Maloma Primary School	This is a quick walkway, which is often muddy and not used by pedestrians but quite necessary.
Public Facilities	Renovation of Hall	Schoongesicht Hall	For community meetings & recreational facilities
Housing	Housing Development	Schoongesicht & Ackerville	Additional Housing needed, some residents still live in shacks.
Education	High School	Schoongesicht	No high School in the area
Health	Clinic	Ackerville & Schoongesicht	No access to these facilities
Town Planning	Proclamation of Informal Settlements	Mpondozankomo & Thembalethu	Non-proclamation means the community is without basic infrastructure and services.

Project Type	Need	Location	Comments from the Ward
			Committee
Sanitation	Sewer Pipelines & Toilets	SNIM	There is no proper sanitation in the area.
Water	Water Connections	MNS	No water connections for the
			area.
Electricity	Highmast Streetlights/ any lighting	Klarinet	Crime hotspot particularly at
			night.
	Electricity Connections	Empumelelweni	Transformers burst from
			overloading due to illegal
			connections.
Roads & Stormwater	Street Naming	Ext 3	Emergency services such as an
			ambulance get lost continuously.
		Klarinet Ext 3,4,5	Water flows into people's
	Stormwater Drainage		homes.
	Speed Humps	At Former ward 9 next to the total	To reduce speeding and
		garage	prevalent accidents
	Paving of Roads	Klarinet	To avoid soil erosion on roads
			which is taking place.
Waste Management	Waste Removal	Santa Village next to stop nonsense	A pile of rubbish is accumulating.
	Fencing of Dam	Ext 5	Children in danger as they play
Public Safety			around the area.
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WARD 12: Clr C. Ebrahim

Project Type	Need	Location	Comments from the Ward Committee
Electricity	Electricity connections	Mpondozankomo	No lights, crime prevalent.
	High Mast Lights (Apollo)	Mpondozankomo	
	Street Lights	Godfrey Motla & Johnson Drive	
Roads & Stormwater	Maintenance of Roads	Vilakazi, Skhosana, Nyembezi, Radebe, Narvis, Phasha, Ngobeni & Sonny Ndala Streets	Heavy Potholes
	Construction of Roads	Mahlalela, Mgibe & Mashie Street	Cars cannot run on the street.
	Maintenance of Stormwater Drainage System	Owen Mlisa, Phasha, Narvis, Sonny Ndala & Scotch Khoza Streets	Streets Flood and erode and flows into houses.
	Paving of Streets & Streetlights	Owen to Phasha, Narvis, Sonny Ndala & Scotch Khoza Streets	Streets Flood and erode and flows into houses.

WARD 13: Clr S.G. Mkhwanazi

	Speed Humps	Vilakazi,Skosana, Nyembezi, Radebe Navis Phasha Sonny	To reduce speeding and nrevalent accidents
		Ndala & Ngobeni	
	Road rehabilitation & Paving	Vilakazi,Skosana, Nyembezi, Radebe, Navis, Phasha, Sonny Ndala & Ngobeni	Roads in bad condition
Housing	RDP Housing Development	Whole Ward	Continuous Programme
Social Development	Youth Development Programme	Whole Ward	To reduce unemployment and Crime
WARD 14: Clr S.M. Ntlatlane			
Project Type	Need	Location	Comments from the Ward Committee
Electricity	Installation of High Mast Lights (Apollo)	Hostel 1	Area is dark and crime is prevalent.
Roads & Stormwater	Tarring of Hostel Roads	Hostel 1	Heavy Potholes
Water	Water	Likazi Informal Settlement	
Housing	Land for Informal Settlement	Likazi Informal Settlement	Continuous Programme

Safety & Security	Police Station not satellite	Whole Ward	Crime Prevalence
Local Economic Development	Hawkers Cubicle	Lukhulu	To enhance the Local Economy
WARD 15: C;lr E.M. Mathebula			
Project Type	Need	Location	Comments from the Ward Committee
Electricity	Installation of High Mast Lights (Apollo)	Twala(Tambo) Street	Area is dark and crime is prevalent.
	Streetlights	Lynn Street	
Sanitation	Sewer Network	Thushanang	For hygienic sanitation
Roads & Stormwater	Rehabilitation of Streets	Mdluli Street	Road heavily dilapidated and has been submitted continously
	Patching of Potholes	The whole ward	Heavy potholes through ward
	Paving of Streets	Church & Hectorway Streets	Free Flow of pedestrian & vehicles

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WARD 16: Clr H. Sithole			
Diviort Time		location	Commonts from the Word
	Need	FOCATION	Committee
	High Mast Lights (Apollo)	Thwala	Area is dark and crime is prevalent.
	Street Lights	Lynn Street, Maphumulo & Portion of Kgomu Street	
Roads & Stormwater	Maintenance of Roads	Mashabela, Muleka, Maphumulo, Mahabane, Mphelo, Mkhatshwa, Gumbi, Lekgoale, Luvuno, Kgosoane and Botha Streets	Heavy Potholes
	Rehabilitation of Kalkspruit	Kalkspruit	Water overflows to houses
	Upgrading of bridge	Botha	
	Speed Humps	Luthuli, Botha, Belani & Church Streets	To reduce speeding and prevalent accidents
	Road rehabilitation & Paving	Mashabela,Moleka,Maphumulo, Mahabane, Mphelo, Mkhatshwa, Gumbi, Lekgoale,Luvuno, Kgosoane and Botha Streets	Roads in bad condition
Housing	Housing Development	Whole Ward	Continuous Programme
Safety & Security	Police Station not satellite	Whole Ward	Crime Prevalence
Local Economic Development	Hawkers Cubicle	Lukhulu	To enhance the Local Economy

WARD 17: Clr S. Dhlamini			
Project Type	Need	Location	Comments from the Ward
:			Committee
Electricity	High Mast Lights (Apollo)	In the whole ward	Area is dark and crime is prevalent.
Water	Bulk Water: Replacement of 400 mm Ac Steel Pipe	Lynville to Ferrobank	To Increase the water supply.
Roads & Stormwater	Patching of Potholes	Moshoeshoe, Mbonani, mathabathe	Heavy Potholes
	Rehabilitation of Streets	Tshaka, Sekhukhune, Mamaila, Plumer	Streets are100% damaged
	Speed Humps	Makgatho, Tshaka, Manukuza, Dube, Lepholisa, Manyosi, Hitsa & Zulu	To reduce speeding and prevalent accidents
Environmental management	Development of Community parks	The whole ward	For recreational purposes
	Landscaping around the ward	The whole ward	To beautify the area
Public Facility	Development of Motherwells as a sports field	Motherwells	For recreational purposes.

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WARD 18:	

Project Type	Problem	Location	Comments
Sanitation	Sewerage Line Faulty.	Eland str – Vulture str & Paul Sauer str	Health Hazard. Raw Sewerage end up in Park and destroys all
	Overflow at manholes		wildlife and nature.
			Raw Sewerage end up in Witbank Dam.
	Sewerage Line Faulty,	Ben Fleur	
	overflow at manholes.		Health Hazard. Raw Sewerage end up in Witbank Dam
Electricity	Substations	Whole Ward	Dangerous no locks, community tamper with switches as they please.
	Irregularly Electricity supply	Bankenveld, Reyno Ridge and Ben Fleur	Dilapidating infrastructure
Water	Not enough water supply to Informal Settlement	Springvalley	Install 2 extra Tanks
Roads	Excess of Traffic	Hans Strydom, Iniversal	Broadening of main roads that give the community access to ward 18
		Paul Sauer	
	Road Marking & Signs	Whole of Ward	Redo all
	Speed Calming Devises		
	Potholes	Jan Frederik, Pelican Will supply Final List	
		Whole of Ward	Effective Pothole Repairs
Spatial Planning	Development of Park	Paul Saur str.	Development of park
	Side Walks not Existent or Wheelchair Friendly	Main Roads in Ward 18	Pedestrians struggle to move from one point to another.
	Grass & Bush		Regular Maintenance & Clearing

	Infrastructure is Dilapidating. State of the infrastructure assessment need to be done.	Traffic Impact Study	Relocation – Klarinet Moving Cost
Whole of ward	Whole of Ward	Reynopark High School Reynoriff Primary School	Springvalley
	Developments Exceed Existing Infrastructure	Dangerous Parking	lllegal Informal Settlement
	Infrastructure	Schools	Development

### WARD 19: Clr P.K. Lefefa

Project Type	Need	Location	Comments from the Ward Committee
Sanitation	Drainage of Toilets/ Chemical Powder	Benicon, Benella, Masakhane, Enkedebosch, Makause & Magalasing	For Hygiene purposes, this is a Health Hazard.
Town Planning	Land Allocation for the residential area	Skeepfontein, Benicon, Magalasing and Enkelbebosch Farm	To acquire land for further development.
	Grazing Land	Britztown	Life stock damages farmers property and casues road accidents and live stocks is lost on the roads.

Ward 20: Clr.B.S.R.King

- Repair the continual overflow of sewerage from the main sewerage line Install new streetlights at the top end of Raadsaal Street Blanchville Upgrade, resurface and properly maintain "dirt" roads Total upgrade of sewerage works and installations Increase and upgrade storm water drainage Upgrading of Total Electrical Infrastructure Install new streetlights in Louise Street Speed humps/traffic calming devices Replace all old AC pipes • • • • • • • • •
- Request to have vacant land fenced Del Judor 4

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Upgrade of street infrastructure
Sewage infrastructure – serious health concerns because of leaking sewage
Development of RDP Housing – request
Pedestrian bridge at corner of Watermeyer and Kiepersol Street – very dangerous
Upgrade of parks, especially Klipfontein Dam
Speed humps at Marridale Street
Ground clearance (tree cutting) in ward

Upgrade of water quality supplied to ward

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- Speed humps to be installed in Hans Strydom Street and Birkholtz Street & Geyer Street Ext 41
- To install a robot at Hans Strydom and Theunis Janson Streets intersection
- Upgrade the robot at OR Tambo (Watermeyer) and Steenkamp Streets
- Repairing potholes in residential areas
- Streets that need to be refurbished Birkholtz from Hans Strydom down to OR Tambo and De Kock X16 •
- Streets that are in very bad condition Fouche, Senobia, Oppenheimer, Ackerman, VD Merwe, Jonker, Pioner, Ext 16 and Toerien, Olga, Geyer, •

Langenhoven, VD Heever, Keats, Shelley, Leipoldt, Cambel, Sangiro, Byron Ext 8, Christiaan De Wet, French, Duncan, Soar, Wels, Iris, Amanda Ave, Ext 41 and Opperman, Stevenson, Grey, Longfellow, Eugene Marais, Anton van Wouw, Thompson, Pope, Pringle, Mandela, Alexander Ext 10

- Speed humps to be installed Mostert Ext 16, Odendaal Ext 16, De Kock 56 at Beertjie Nursery School Ext 16, Iris, Ext 10, Plumer Street at Lollipop Huppel Hoekie and Nursery School, cnr of Mandela and Plumer Streets, Ext 10 urgently as well as pedestrian crossing •
- Pedestrian Crossing from Ext 8 to Ext 10 across N4, lights to be installed, very dark and dangerous at night •
- Klipfontein Dam area very dark at night, existing lights nor working. Lights to be repaired as well as the street lights around the area •

Project Type	Need	Location	Comments from the Ward
			Committee
Sanitation	Sewer pipe lines	Empumelelweni	There is no waterborne sewer
	VIP Toilets	In outstanding areas within ward	infrastructure as the area has been recently formalized.
Water	Boreholes	Farm Areas	People Drink Water from
			animals in Farm areas.
Electricity	Replacement of Meter Boxes	The whole ward	People are using electricity
			illegally.
	Electricity Connections	Empumelelweni	Transformers burst from
			overloading due to illegal
			connections.
Roads & Stormwater	Paving of Streets	The whole ward	Water floods households &
	Stormwater Drainage	The whole ward	erodes roads in heavy rain.
	Road Construction	The whole ward	Streets need to be constructed.
Housing	RDP Housing development	Farm Areas & Empumelelweni	Mud houses are destroyed in
			heavy rain seasons, particularly
			in the farms.
Public Facilities	Sports Field	The whole ward	No recreational facilities, which
			may lead to other social
			problems.
	Library	The whole ward	For recreational purposes and
			for skills development.
	Post Office	The whole ward	No postal services close to the
			community.
Waste Management	Waste Mass Containers &	The whole ward	Communities do not have proper
	Dustbins		waste disposal containers/ sites,
			therefore dumping is prevalent.

WARD 23: Clr J.M. Louw

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Ward 24: Clr M. Venter		
Project Type	Need	Location
Electricity	Cable replacement for street lights	Ryan, Birkholtz,Fanie and Baywood: Klinforntein
		Baywood: Del Judor 1
		Delf Street
	Maintenance of Traffic Lights	The whole ward
		Louise Street: Del Judor Proper & Del Judor 4
	New Street Lights	
Roads & Stormwater	Closure of Street	Diane Street into Del Judor Proper
	Widening of Hans Strvdom Street	Into Reyno Ridge
		The Dridge Over OB Tembe
	Widening of Bridge	
	WINCHING OF DINGE	
		All Potholes in the ward
	Resurfacing of Streets	Hans Strydom Street, Del Judor Annete, Liliane,
		Louise Streets.
	Speed Humps	Model Park: Mona, Bethal Streets
		Steenkamp Street: Del Judor 1
		Die Heuwel: Woltemade Street
		The whole ward
	Painting of Speed Humps	
Public Safety		Louise Street
	Security at Clinic	
DDP	Maintenance of Forkland	Louise, Estelle, OR Tambo, Margaretha &
		Agnetha (Burgers Park) Streets.

Project Type	Need	Location	Comments from the Ward
			Committee
Water	Jojo Tanks	Veelstand Farm	Water to be supplied every week.
Sanitation	Chemicals for toilets	Doorsfontainplaas	Toilets overflow.
Roads & Stormwater	Rehabilitation of Gravel Roads	Doorsfontainplaas	Roads are eroded.
	Patching of Potholes	The whole Ward	Potholes are getting bigger with rains
	Stormwater Drainage System	292 Unit	Water floods households during rainy season.
	Upgrading of entrance road	Thubelihle	To enlarge entrance
Electricity	Continuous supply of electricity	For the whole Ward	Power shortages
	Electricity Supply	Veelstand Farm	Some households have no access to the service
	Metre readings	Where there is metres electricity	Inadequate accounts
Public Facilities	Library	For the whole Ward	To encourage reading, skills development & education
Town Planning	Purchase of Land	For the whole ward	For rental Stock & Housing Development
	Land for places of worship	In the whole ward	Churches have requested land to erect their buildings.
	Land for ploughing fields	For the whole ward	For sustainable livelihoods

WARD 25: Clr T.H. Mavuso

WARD 26: Clr Z.Z. Bovungane		
Project Type	Need	Location
Roads & Stormwater	Cleaning of Stormwater Drains &	The whole v

Project Type	Need	Location	Comments from the Ward Committee
Roads & Stormwater	Cleaning of Stormwater Drains & Catch Pits	The whole ward	For easier drainage of water to avoid overflows.
Public Facilities	Community Hall	For the whole Ward	For community meetings and social activities
	Maintenance of Sports Facilities	The whole ward	To ensure that they are always user friendly and to ensure that the youth participates in sporting activities.
Town Planning	Purchase of Land and demarcation of land for grazing purposes.	For the whole ward	Animals roam the streets and some are kept in close enclosure, which is a health hazard to the animals.
	Purchase of land for Housing Development	Farm areas around the ward	To ensure that there is land for required housing development.
	Rezoning of Empty Stand & Sites	In the whole ward	More land required for residential & recreational purposes.
Safety & Security	Implementation of Municipal By- laws	The whole ward	To regulate traffic movement development and animals roaming the street
	Allocation of more staff to emergency services	Ga-Nala	For quick response to emergencies
Health	Extension of Clinic	Ga-Nala	The population has grown.

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Project Type	Need	Location	Comments from the Ward Committee
Water	Cleaning of Water Tanks	The whole Ward	This is urgent as people are drinking dirty water.
Sanitation	VIP Toilets	Outstanding areas within the Ward	The contractor did not complete the work; some households still do not have toilets.
Roads & Stormwater	Regravelling of Farm Roads	The whole Ward	Roads are damaged by rains and need regular maintenance.
Public Facilities	Community Hall	For the whole Ward	For community meetings and social activities
	Renovation of Sports Facilities	The whole Ward	Issue has been raised several times; the youth gets involved in drugs because there is no recreational facility.
	Renovation of Swimming Pool and Tennis Court	Roepersfontein	This will generate money to municipality and also keep the youth occupied.
	Cinema	Roepersfontein	For entertainment and to keep the youth occupied.
	Community hall	Ga-Nala	No hall to hold meetings
Town Planning	Purchase of land for Housing Development	Areas around the Ward	Some residents can not afford to build proper housing for
			themselves.
	Rezoning of parks for residential	The whole ward	There are lots of parks while

	purpose		people do not have residential land.
Safety & Security	Implementation of Municipal By- laws	The whole Ward	To regulate traffic movement development and animals roaming the street
	Allocation of more staff to emergency services	Ga-Nala	For quick response to emergencies
WARD 28: Clr B.D. Lubisi			
Project Type	Need	Location	Comments from the Ward
			Committee
Water	Permanent Water Service	The whole ward	For sustainable quality service. There's one stand pipe in Dark
			City
Electricity	Upgrade of Electricity Line	All Ward	Constant interruptions & Tripping.
Roads & Stormwater	Stormwater Drainage	The whole ward	Streets are muddy during rain
	Paving of Streets	The whole ward particularly Vezi, Impala & Sindane	Streets are damaged, more potholes
	Installation of Robots, speed humps & Traffic signs	Phola Location	To avoid accidents
Public Facilities	Community Park	For the whole Ward	Recreational Purpose
	Sports facility	For the whole Ward	To avoid drug abuse and improve talent
	Transport for Scholars to farms	Farm Areas	No transport

Transport

Education	High School	For the ward	No high school in the ward
Safety & Security	Police Station	For the whole ward	Crime on the increase.
	Fire Station	For the whole ward	In winter many shack burn down
	Pedestrian Crossing	Ward 30-28	More accidents
WARD 29: Clr J.M. Matechi			
Project Type	Need	Location	Comments from the Ward
			Committee
Sanitation	Sewer pipe lines	Empumelelweni	There is no waterborne sewer
			infrastructure as the area has
			been recently formalized.
Water	Water Connections	Empumelelweni	The area has been recently
			formalized, there is no water
			connection.
Electricity	Electricity Connections	Empumelelweni	There is no electricity and people
			are connecting illegally.
	Upgrading of Power Line	KwaGuqa Ext 11	Transformers burst form
			overloading.
Roads & Stormwater	Tarring of Roads	KwaGuqa Ext 11	Water floods households &
	Road Construction	Empumelelweni	erodes roads in heavy rain.
Housing	Housing development	KwaGuqa Ext 11	To complete kwaGuqa Ext 11

There are no schools in Ext 11 To erect canopies/ shelters.

KwaGuqa Ext 11 KwaGuqa Ext 11

Construction of School Completion of KwaGuqa Ext 11 Taxi Rank

**Public Facilities** 

Waste Management	Waste Containers & Dustbins	For the whole ward	Communities do not have proper waste disposal containers/ sites, therefore dumping is prevalent.
WARD 30: Clr L.O. Mudau			
Project Type	Need	Location	Comments from the Ward Committee
Water	Permanent Water Service	The whole ward	For sustainable quality service.
Sanitation	Toilets, bulk sanitation service	Mgewana	Urgent Need
Electricity	Electricity Connections	Siyabonga Mgewana	Urgent Need
	High Mast Lights & Streetlights	Ntshangase Street & Dlomo Street	Ntshangase Street
Roads & Stormwater	Stormwater Drainage	The whole ward, particularly Nkuna Street	Streets are muddy during rain
	Paving of Streets	Thoko Mokoena,Kenneth Kgomo, Pama Gumede, Amos Khotha, Mduduzi Ngwenya, Pir Jangle & Mahlobo Streets	Streets are damaged, more potholes
	Extension of Street	Dlomo Street	
	Bridge	Dlomo Street	
	Pedestrian Bridge	Between Thokoza & Tycoon Streets	
	Speed humps	Dlomo Street	To avoid accidents due to speeding cars

Public Facilities	Community Park	For the whole Ward	Recreational Purpose
	Netball & Tennis Sports facility	For the whole Ward	For recreational Purposes
	Stadium	For the whole ward	For recreational purposes
	Day Care Centre	For the whole Ward	For early childhood care &
			development
	Old Age Home	For the whole ward	There is no facility
	Hospice	For the whole ward	There is no facility and is needed.
	Information Centre	For the whole ward	There is no facility
	<b>Training Centre for Skills</b>	For the whole ward	There is no Facility
	Development		
Housing	RDP Housing Development	Siyabonga & Extended Buffer	Speed up Service to move
		Mgewana	residents to Klarinet
	Pedestrian Crossing	Ward 30-28	More accidents

## WARD 31: Clr T.A. Mokoena

Project Type	Need	Location	Comments from the Ward Committee
Water	Stand Pipes	Iraq	Stand Pipes Insufficient
Sanitation	VIP Toilets at Cemetery	Cemetery	Toilets smell and are temporary.
	Maintenance of Sewer Drainage System	The whole Ward	Smells all over the ward
Electricity	Street Lights	Ndaba & Mthimunye Streets	Crime and it gets dark at night
	Stormwater Drainage	The whole ward	Water overflows into households
Roads & Stormwater			during rainy season.

	Paving of streets		Streets in bad condition
	)	Qwabe, mahamba, Mtshali, Phetla, Makgato & Mkhabela	
	Naming of Streets	The whole ward	Ambulances get lost in emergencies.
	Speed humps	In the whole ward	To avoid accidents due and speeding cars
	Maintenance of Traffic Lights	In the whole ward	Lots of Traffic and accidents
Public Facilities	Upgrading of library	For the whole Ward	People are not assisted adequately in the current library.
	Sports Facility	For the whole ward	For recreational purposes
Housing	Completion of Housing Development	In the whole ward	Project Incomplete, urgent need to complete this project as communities were told to move their shacks.
	Title deed allocation and inspections	In the whole ward	To ensure that housing is allocated to the right people
	Allocation of Land for housing development/stands	In the whole ward	To prevent people from invading land.
Town Planning	Formalization of Informal Settlement	In the ward	The population at Phola is growing
Social Development	Pension Payout Point	In the ward	Pensioners travel distances for pension.
Education	Primary School	In the ward	Learners cannot travel to school when it rains due to distance

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Health	Clinic	In the ward	I here is only one clinic and it
			gets overcrowded.
DDP	Monitoring of Street Cleaning	In ward	There is a need for monitoring of
	Service		street cleaners
LED	Hawker Cubicle	Zeph & Mtshali Corner	For Economic Development
Social Development	Pension Pavourt Point	For the ward	Pensioners Travel long Distances
Transport	School Traffic Patrollers	Mehlwana & Siyathokoza	Traffic increases and learners maybe hit by cars
WARD 32: Clr S.E. Shongwe			
Project Type	Need	Location	Comments from the Ward Committee
Water	Stand Pipes	Iraq	Stand Pipes Insufficient
Sanitation	VIP Toilets at Cemetery	Cemetery	Toilets smell and are temporary.
	Maintenance of Sewer Drainage System	The whole Ward	Smells all over the ward
Electricity	Street Lights	Ndaba & Mthimunye Streets	Crime and it gets dark at night
Roads & Stormwater	Stormwater Drainage	The whole ward	Water overflows into households during rainy season.
	Paving of streets		Streets in bad condition
		Qwabe, mahamba, Mtshali, Phetla, Makgato & Mkhabela	
	Naming of Streets	The whole ward	Ambulances get lost in emergencies.

	Sheed humns	In the whole ward	To avoid accidents due and
			speeding cars
	Maintenance of Traffic Lights	In the whole ward	Lots of Traffic and accidents
Public Facilities	Upgrading of library	For the whole Ward	People are not assisted adequately in the current library.
	Sports Facility	For the whole ward	For recreational purposes
Housing	Completion of Housing Development	In the whole ward	Project Incomplete, urgent need to complete this project as communities were told to move their shacks.
	Title deed allocation and inspections	In the whole ward	To ensure that housing is allocated to the right people
	Allocation of Land for housing development/ stands	In the whole ward	To prevent people from invading land.
Town Planning	Formalization of Informal Settlement	In the ward	The population at Phola is growing
Social Development	Pension Payout Point	In the ward	Pensioners travel distances for pension.
Education	Primary School	In the ward	Learners cannot travel to school when it rains due to distance
Health	Clinic	In the ward	There is only one clinic and it gets overcrowded.
DDP	Monitoring of Street Cleaning Service	In ward	There is a need for monitoring of street cleaners
LED	Hawker Cubicle	Zeph & Mtshali Corner	For Economic Development

Social Development	Pension Payout Point	For the ward	Pensioners Travel long Distances
Transport	School Traffic Patrollers	Mehlwana & Siyathokoza	Traffic increases and learners maybe hit by cars
WARD 32: Clr S.E. Shongwe			
Project Type	Need	Location	Comments from the Ward Committee
Water	Water Service/ Jojo Tanks	Matseka & Albion	This is urgent as people are drinking dirty water.
Sanitation	Need for Sanitation Service & Toilets	Farm Areas	For hygienic purposes
Electricity	Electricity Connections	Farm Areas	No electricity.
	Hi Mast Lights	In the whole ward	For visibility and Crime prevtion.
	Cleaning of Catch Pits and Drains	The whole ward	To avoid blockages.
Roads & Stormwater	Paving of Streets	The whole ward	Streets are damaged and
	Implementation of Cleaning	Orior	No proper cleaning program
	пприептельстол от стеалиту Program	Ogles	No proper creating program, need more people
	Patching of Potholes	Ogies	As rain falls they get bigger.
	Street Humps	In the whole ward	High Accidents due to speed
	Installation of Robots & Traffic	Bethal & Riebok Streets	To avoid accidents
Public Facilities	Renovation of Community Hall & Chamber	For the whole Ward	For community meetings and social activities

	Renovation of Lehlaka Sports	Lehlaka	Vandalism
_	Ground, Lehlaka Combined School		
	and swimming pool		
Housing	Housing Development	Hostel Lehlaka Park, Boarding	Facilities to allocate to the
_		House, Reed Stream park	people that applied for them in
_		Recreation Park	order for them to take good care
_			of them.

Additional Comments from IDP Izimbizo:

# Meeting 1: Cluster 1: Hlalanikahle Clinic – Wards 1,2,3,4,23 & 29

#### WARD 1

- Government subsidized housing
   Installation of a drainage system around the sports ground
   Tarring of all dirt roads
   A need for a post office and a shopping centre.

### WARD 2

- Additional refuse collection points
- Infill housing in particular for the elderly (currently staying in mud houses)
- Consumer education and awareness on municipal health issues
- Scraping of roads
- 24 hour service at the clinic
- Upgrading of the electricity supply system
- Additional pension payout points

### WARD 3

### No Additional Issues

### WARD 4

- paving of internal streets
- consumer education on the importance of paying for municipal services

### WARD 23

- sports recreation facilities
- a need for a primary school
- additional residential stands

### WARD 29

## No Additional Issues Meeting 2: Cluster 2: Reyno Park Primary -18, 20, 21, 22 & 24

After the report on needs as per Ward Based Plan was presented the following were additions and comments on the document:

- Leaking Water Pipe next to Reyno Park School
- Application for housing in Klarinet must be approved in accordance to income levels.
  - Residents must have valid ID Documents

### Ward 20

Potholes to be attended in terms of list submitted to IBS.

### Ward 21

- Stop sign and speed humps at Kiepersol Street.
- Pedestrian bridge at Watermeyer and Kiepersol Street due to High Traffic
- Potholes to be attended to in accordance to the list submitted to IBS
- Naauwport RDP Housing & Dumping Site
  - Clinic

### Ward 22

- Closure of Van Deventer Street not transparent, the community opposes that closure
- Low Pressure of the Water System at Ext. 10
- Rezoning of King George Park

- Maintenance of Parkland: Louise, Estelle, Margaretha & Agnetha (Burgers Park) Streets
- Resurfacing of Street: Amsterdam, Birkholtz, Albertyn & De Klerk Streets
- Upgrade of Storm Water Drainage in the whole ward.
- Wastage of Water at Water Purification Plant at the Main WaterWorks on Woltemade Street.

# Meeting 3: Sy Mthimunye Stadium-Wards 10,11,12,13 & 16

After the report on needs as per Ward Based Plan was presented the following are additions and comments on the document:

### Ward 10

- Clinic at Tsietsi
- Highmast Lights at Tsietsi
- RDP Housing at Tsietsi
- Paving of Willie Ackerman
- New Stormwater Drainage System
- Waste Removal Tsietsi
- RDP Housing Tsietsi

### Ward 11

- To amend Delmas road to read as Deemas Road
- Clinic at Eric Liberty
- Road rehabilitation at Eric Liberty

- Upgrading of Electricity Line
- Speed Humps: Lifero Street
- Lights at Vending Stalls: Eric Liberty
- Paving of Streets and Street Lights: Ngubeni to Nhlapho, Ndlovu to Sonny Ndala, Sonny Ndala to Owen Mlisa, Owen Mlisa to Phasha, Owen Mlisa to Nyabela Baab Street, Skhosana to Vilakazi Owen.
  - Passages: Sonny Ndala to Riba

Patching of Potholes: Sibukosethu

### Ward 16

- Streetlights at Raymond Makwakwa School
- Speed Humps at Raymond Makwakwa Streets
  - Hawkers Cubicle Luthuli Street Ackerville

## Meeting 4: Pine Ridge Secondary School Ground

- The road between Klarinet X 4 and 5 is dangerous and needs to have palisade fencing, speed bumps, and traffic officers.
- Speed bumps are also needed in the main taxi routes in Klarinet to prevent speeding. The community feels that speed humps in the Santa Village area are not needed and area waste of resources.
- MNS informal settlement queried how long it would take for
- water,
- sewer,
- high mast lights
- Sweet Pea Street in Pine Ridge is unpaved and although many promises have been made of tarring the road since 1977, it has not taken place yet. When will it be tarred.
- In Klarinet X 5:
- Sewer contractor has left open a deep trench that needs to be filled.
- Many houses in Klarinet X 5 that do not have water meters and electricity
- No refuse collection being carried out

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- The taxi rank is just bush and needs to be neatened up and formalized
- Some people have received unacceptably high accounts for water
- There was a question about dissemination of information to the public about new developments and matters such as mining. •

There are many security issues in Pine Ridge such as:

- hazardous main road road
- open unfenced Council stands allow criminals to escape to the Verena Road and needs to be fenced
- no lighting at entrance to Pine Ridge
- A soccer field in Pine Ridge was budgeted for in past financial year and then taken away. This soccer filed is needed.
- A satellite Police Station is needed.
- Parks in area are overgrown and need to be cleaned and maintained.

## Meetings of Saturday, 5 December 2009

# Meeting 5: Mehlwana School – Wards 28,30,31 & 32

- There is only one stand pipe in Dark City
- There an aged resident living in a shack and is receiving service statements from the municipality.
- There a family requiring the original Title deed as they have a copy at No. 166 Majali Street.
- The street next to the Hostel is in a bad condition and refuse trucks cannot drive through to collect refuse from those households.

- RDP housing is allocated to the younger residents, and the aged is ignored even though they have registered.
- Impala Street needs rehabilitation, refuse trucks can not drive through.
- Roads need grading.
- Shacks are not numbered.
- There no refuse bins.

### Ward 30

- Illegal; Dumping Sites need to be cleaned.
- Food parcels and home based care is required.
- Gravel Roads need Grading and paving, as they tend to become too muddy.
- In Buhle Section, Mabena, there is no electricity, stormwater drainage, and illegal dumping sites.
- Illegal Electricity Connections.

### Ward 31

- Councilors should prioritize Phola residents when there are employment opportunities at Phola Mines and at the Municipality.
- Two different statements are issued to the same household.
- Speed-humps at Lukhele and Lebowa Streets.
- Ambulance services for the whole Phola.
- People are dumping.

#### Ward 32

The community in Kendal in not informed of meetings.

# Meeting 6: Thubelihle Hall – Wards 19,25,26,27 & 32

The following were additions and comments on the reports submitted:

### WARD 19

- The community is requesting a mobile clinic.
- They are complaining about land and streets(no streets)
- The projects are not done. Those reflecting in the IDP are not implemented.
- The community wanted to know if the Magalising is legal or illegal place (approved or not).
- The electricity is a serious issue and it makes crime statistics to go high.
- The community wanted clarity on where are they falling under, government, or Mines.
- Stop sign is needed at Masakhane due to high accident rate when you enter Masakhane.
- The community is requesting for more water.
- No Toilets

### WARD 25

- The farms at ward 25 have health challenge due to toilets that are full and no body is emptying them.
- The electricity is only at the streets not in the houses.
- There is a need for land and housing.
- There are complications of stands at ext 4.
- Due to electricity, the community is divided.
  - Storm water drainage at ext 4
- At ext 5 too much interruption due to power lines, rocks, mines etc.
- Poor communication from the municipality to community. Projects are done without community's knowledge.
  - No schools
- A need for business stands
- The speed humps are needed for all streets
- Social workers are not around when needed.
- Pedestrian crossings
- At ext 26, the councilor does not do the work properly.
- Development of community in relation to job creation and first priority in buying of stands.
- Storm water drainage
- Ambulance services to be brought back to the community.
- Reduction of speed limit in the location.
- Feeding scheme
- The closing time of the clinic is communicated to the public.
- RDP houses are not allocated properly.
- The schools are far and children are crossing the main road.

# WARD 26

None

# WARD 27

- Water purificationToilets

## Ward 30

Buffer extension needs electricity needs electricity, high crime prevalence.

## WARD 31

- Crime in Iraq Squatter Camps
  - Drug Abuse by youth in Iraq
- Illegal Dumping (Oyco)
- Lukhele & Lebowa Streets needs Speed-humps

### WARD 32

- Blasting- Damages houses
- Creation of employment opportunities
  - Toilets
- Water shortage
- RDP Housing
- No services in Kendal

# Meeting 7: Likazi Ground – Wards 11,14,15,16 & 17

Upon arrival, the Executive mayor decided to cancel the meeting due to poor attendance, which was attributed to the malfunction of the loud hailer the evening before the meeting was to be held.

# Meeting 8: Love Life Centre – Wards 5,6,7,8 & 9

### Ward 5

- Concern that the community did not know when meetings should be held.
- That notices for the meeting were given at short notice.
- That on a Saturday most residents were attending to personal issues.
- The community wanted to know how the Budget was spent and used. They wanted to be informed when their projects were going to be implemented and informed about any delays affecting their projects.

# Public facilities:

There was a general concern that public parks were used by adults for drinking liquor and the youth and children were generally not benefiting from the parks.

# **Roads and Stormwater:**

- There was a huge concern about the state of roads in the ward especially the presence of big potholes, which posed a hazard to the community.
  - Pavements were generally built on one side of the road, this resulted in sand and rubbish accumulating on the opposite side of the road, and when rains came, the stormwater channels and pipes became clogged with water and sand

### Ward 6

The second bullet in the report was corrected as follows: "Installation of Stormwater at kwaGuga Extension 9 along the low-lying houses."

# Stormwater:

• •	In extension 9 people have water into their homes after every rain. It was the concern of almost every member of ward 6 that after the rains, almost every home has water inside the house. Another related problem was the recurring issues of having to clean the roads after every storm. Residents felt that the construction of a drainage system will save on the costs of employing contractors for cleaning after every storm.
Ū	ectricity:
•	Ward 6 seem to be plagued by constant power failures. This was disrupting their normal day-to-day activities and morning preparations by those who should go to school or work.
Š	ard 7
•	David Mtsago complained that his house has been misallocated to a wrong person. (He was asked to remain after the meeting and give full details about the problem).
•	Poppie Phiri of Stand No. 43 complained that her water tap has not been working for a long time despite numerous attempts of renorting it. (She was asked to remain after the meeting and give full details about the problem).
•	Ntombifuthi Lamola of Stand No.79 complained that her house is located within a swamp with serious health problems. (She
•	was asked to remain after the meeting and give full details about the problem). Mirriam Nvauza of Stand No 86 complained that her RDP house was unfinished and collansing. (She was asked to remain after
•	the meeting and give full details about the problem.)
•	Linah Mkhwebane of Stand No.82 complained that her RDP house was also collapsing.
•	Titus Mahlangu of Stand No. 110 extension 3 at eMsagweni complained that he was charged for services that were not available
	because the municipality was not delivering them.
•	Stand No.93 eMsagweni RDP house built but not regular and square in shape.
•	Treasure Nonyane stand No.4 RDP house roof ill-fitting and only one plug installed.
•	Most residents were concerned that they did not know exactly the limits of their stands and were unable to deal with perceived
	encroachment on their stands by unscrupulous neighbours.
•	Road maintenance seems to have come to a stand still in the ward.

•	A resident complained that his water and lights account was charged R0.00 for a while and now he finds himself with a R700 in arrears.
≥	ard 8
•	Residents who squatted next to the road were removed and relocated to a place next to Kalk spruit. However, they are now
	experiencing overflooding from the Kalkspruit.
•	Most ward 8 residents complained of lack of toilets and tap water, which is totally not available in ward8; even VIP toilets were not available.
•	No budget has been allocated for Youth development activities generally and especially in Ward8
•	"Burrow pits": at this residential area there is excessive breaching of electrical power lines. At the time of the meeting 3 children
	had died as a result of illegal electrical connections.
•	The Vosman Mall project seem to have stalled because because one resident is unwilling to move his property and make way for
	the project.
•	In Extension 17, the municipality removed and took meter boxes but residents want them returned.
•	The N4 bridge at the spot known as Costas, shows signs of structural fatigue: there are cracks, grass and other maintenance
	defects.
•	Refuse removal trucks do not service Ward 8 and residents want to know why.
•	Residents want the municipality to assist ward 8 work seekers who are looking for work at the Kusile Project.
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•	Residents want to express their sincere gratitude for the R21m allocated for road building in their wards.
•	Gratitude for positive steps taken in fighting crime and drugtaking.

#### SECTION D: SITUATIONAL ANALYSIS

#### 1. REGIONAL LAYOUT

EMalahleni Municipality is situated in Mpumalanga Province, and it represents one of six local municipalities in the Nkangala District Municipality (*see Figure 1 below*). It forms part of the western regions of Mpumalanga Province and borders onto Gauteng Province.

The EMalahleni Municipality is strategically located in provincial context and in relation to the national transport network. It is situated in close proximity to the City of Johannesburg, City of Tshwane and Ekurhuleni Metropolitan Municipality in Gauteng, and it is connected to these areas by the N4 and N12 freeways and a railway network. These freeways converge at eMalahleni City in EMalahleni Municipality, from where the N4 extends to Nelspruit, the provincial capital, and ultimately to Maputo in Mozambique. The N4 freeway and the railway line which runs parallel adjacent to it from Gauteng to Mozambique constitute the Maputo Corridor. The corridor forms part of a transcontinental corridor initiative, aimed at linking Walvis Bay on the west coast of Africa with Maputo on the east coast, thereby creating strategic linkages for trade and tourism between Namibia, Botswana, South Africa and Mozambique.

The southern parts of the EMalahleni Municipality form part of the precinct referred to as the Energy Mecca of South Africa, due to its rich deposits of coal reserves and power stations such as Kendal, Matla, Duvha and Ga-Nala. The southward road and rail network connect the EMalahleni area to the Richards Bay and Maputo harbours, offering export opportunities for the coal reserves.

The latest population estimate (2007) is 435 217 people (2007 Community Survey: Stats SA). The towns of eMalahleni and Middelburg (situated in the adjacent Steve Tshwete Municipality) are the highest order settlements in the Nkangala District. These towns offer the full spectrum of business and social activities and both towns have large industrial areas. They also fulfil the function of service centres to the smaller towns and settlements as well as farms in the District.



#### 2. SPATIAL ANALYSIS

#### Spatial Structure

In terms of the overall spatial structure, the eMalahleni Municipality can be described as a rural area, consisting of large farms, dispersed urban settlements, coal mines and power stations.

A dominating feature in terms of the spatial structure is the transport network; specifically the N4 freeway and adjacent railway line which transverse the area from east to west and constitute the Maputo Corridor. The point of convergence of the N4 and N12 freeways and the railway lines that run parallel to these roads is a focal point in the spatial structure. EMalahleni town and its extensions have developed in a linear pattern along these freeways and railway lines, with the Central Business District located north of the convergence point. There are various secondary roads in the area, which provide strong north-south linkages.

The dam and rivers in the area are also significant form giving elements in the spatial structure. The rich coal deposits and coal mines throughout the area pose physical constraints to settlement development and expansion.

The development pattern of the municipal area can be described as fragmented, due to the following attributes:

- The previous dispensation of separate development based on race;
- Large areas within the municipal area are undermined or have mining rights. A good example of this is the area between the eMalahleni CBD and Kwa-Guqa, which resulted in the physical separation of these areas;
- The Eskom power lines on the boundaries and within Kwa-Guqa hampers urban development within Kwa-Guqa;
- Creeks and swamps in the area between the eMalahleni CBD and Kwa-Guqa which pose a constraint to development in this area;
- The EMalahleni Dams and Olifants River east of eMalahleni pose natural barriers for development in an easterly direction; and

• The two freeways (N4 and N12) divide the eMalahleni urban areas in three separate parts and hamper traffic flow between these areas.

The eMalahleni Municipality area of jurisdiction consists of the main following towns/ settlements, ranked according to population:

- EMalahleni complex;
- Ogies and Phola;
- Ga-Nala and Thubelihle;
- Rietspruit;
- Van Dyksdrift; and
- Wilge.

The sections below set out a detailed, multi-disciplinary analysis of the eMalahleni Municipality, including the natural environment, social environment and physical environment.

#### **Hierarchy of Settlements**

There is a clear hierarchy of settlements evident in the eMalahleni area, depicted on **Figure 3**. The eMalahleni complex is the highest order town, in terms of land use diversity, function and population. The majority of the people in the eMalahleni reside within the eMalahleni complex.

The eMalahleni complex consists of a number of settlements which are physically separated, due to the previous political dispensation and physical constraints. These settlements are:

- EMalahleni town, consisting of the Central Business District, various decentralised nodes in the suburbs, and large residential (middle and high income) areas to the east;
- Lynnville, Ackerville and Thusanang situated approximately 2 kilometres west of EMalahleni CBD;
- Pine Ridge and Klarinet residential areas, situated approximately 4 kilometres north of EMalahleni;
- Hlalanikahle and Kwa-Guqa, situated approximately 10 kilometres west of EMalahleni; and
- Clewer, situated approximately 10 kilometres southwest of EMalahleni;

functions of Ga-Nala.

Ga-Nala is the second highest order town in EMalahleni, based on land use diversity and function. Although Ogies and Phola are more populous than Ga-Nala, the town lacks the land use diversity and

There are various other formal towns (fourth order) in the area, which were mostly established as part of the mining and electricity operations. Most of these towns lack an economic base. These are:

- Rietspruit: Mining village, formal townships with ±1 000 erven. The mine has closed down.
- Wolwekrans: Private mining town. In process of being demolished.
- Wilge: Formal town developed around the Wilge power station. The power station has been demolished. The residential town is now privately owned by individuals.
- Coalville: Private mining town.
- Phoenix: Mining town, has been demolished.
- Van Dyksdrift: Former Transnet township has been demolished. There is a large informal settlement at this town.
- Saaiwater: Former Transnet township, has been demolished.
- TNC, Clydesdale, Douglas, and Springbok: Mining towns.

#### Service Delivery Centres

As part of the formulation of an Integrated Development Plan and Spatial Development Framework for the Nkangala District, potential locations for multi purpose service centres have been identified across the District. The intention of these Service Centres is to earmark locations where services and resources can be concentrated, to ensure equitable distribution of these across the District. The objective would be that whenever money becomes available for the provision of additional community facilities e.g. school, clinic, post office, etc., the relevant service provider would, as a first priority, seek an opportunity to provide such facility at the identified Service Centre. These Service Centres have been used as the basis for the Situational Analysis conducted for the Spatial Development Framework for EMalahleni, specifically in terms of the socio-economic analysis. The table below indicates the service centres that have been identified in EMalahleni.

#### Table 1: 1

	SERVICE DELIVERY CENTRES
1	EMalahleni
2	Lynnville-Ackerville
3	Hlalanikahle
4	Kwa-Guqa
5	Phola
6	Ga-Nala
7	Rietspruit
8	Van Dyksdrift
9	Klarinet
10	Ogies
11	Wilge

#### **Business Activities**

The primary business centre in EMalahleni is the EMalahleni CBD, which includes offices, retail, general business and commercial uses. There are also two main decentralised nodes in the EMalahleni area with mainly retail uses, namely the Highveld Mall, Safeways Shopping Centre (19 000 m and Klipfontein Shopping Centre (25 000 m²). Shopping centres are also planned in Kwa-Guqa Extensions 9 and 15. The casino in EMalahleni (The Ridge) offers a hotel, restaurants, and entertainment centre. A shopping centre is planned adjacent to The Ridge, on a site of approximately 19 ha.

The junction of the N12 and N4 freeways is a prominent focal point in EMalahleni, offering the opportunity for business and commercial development, due to the high visibility. There is a proposal to develop high tech industries and offices at this junction ( $\pm$  89-hectare site).

Ga-Nala and Ogies also have business nodes, with offices, retail and general business uses. These centres fulfil the function of central places to the surrounding farming areas. There are small, mostly informal business activities conducted in the former township areas and the need exists for formalised business facilities, especially in Kwa-Guqa.

#### **Industrial Activities**

There are a number of industrial areas in eMalahleni, mostly concentrated in and around eMalahleni.

There is a shortage of small, serviced industrial stands in eMalahleni. The land to the west of Ferrobank is not suitable for development; hence this area cannot be extended. There is a large vacant industrial site in close proximity to the CBD, at the intersection of Middelburg Road and Swartbos Street with rail access. A cyanide plant however previously occupied the site and rehabilitation according to the Department of Environment's standards is currently underway, but will have to be completed before redevelopment could occur. The site is also undermined.

Service industries are emerging on the agricultural holdings north of eMalahleni (Jackaroo Park A.H. and Riverview A.H.). This could be ascribed to the fact that there are no suitable, small industrial sites to accommodate these uses. Applications for industrial uses have also been received in the Dixon A.H., but this area is constrained by stormwater problems.

The Naauwpoort industrial area is situated approximately 5 km south of Duvha Park Extension 1. This township formerly fell outside the jurisdictional area of the eMalahleni municipality and was approved and administered by the Mpumalanga Provincial Government. There is also a proposed industrial township, Ga-Nala Extension 17 situated north of Ga-Nala (south of the road linking Ga-Nala and Thubelihle).

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TABLE 2: INDUSTRIAL AREAS IN THE EMALAHLENI MUNICIPALITY:

NAME	8	6	10	11	12	13	14	15	16	17	18	19
	Highveld	Ferrobank	Klarinet	Rand	EMalahleni	EMalahle	EMalahle	EMalahle	Old	Ga-Nala	Clewer	Naauw-
				Carbide	X6	ni X25	ni X34	ni X42	Corona-	X4		poort
									tion			
<u>-</u>	10 km	5 km west of	4 km	2 km NE	South of	1 km west	SW of	Part of	1 km west	South of	SW of	3 km
Locality	west of	CBD	north of	of CBD	CBD and	of	CBD	CBD	of CBD	Ga-Nala	EMalah	south of
	CBD		CBD		N12	Klipfontei				CBD	leni	Tasbet
						n Node					CBD	
Estimated	1 700 ha	570 ha	470 ha	250 ha	100 ha	30 ha	10 ha	10 ha	20 ha	5 ha	5 ha	5 ha
Area												
Rail	Yes	Yes	No	Yes	Yes	No	No	No	No	No	Yes	No
Sideline												

Existing	Неаvy,	Неаvy,	Abattoir	Неачу,	Mixed:	Light	Service	Fresh	Service	Light	Light	Light
Industries	noxious	noxious	Light	noxious	Неаvy,	service		produce		service	service	Service
			service		light,			market,				
			industries		service,			service				
					commercial							
					, Eskom							
					regional							
					headquarte							
					rs							
	:	-								-		
Description	Entire	Almost	Approxim	Vacant	Almost	±60%	50%	Almost	old	Almost		
	area	completely	ately 60%	land	fully	develope	develope	fully	mining	fully		
	belongs to	developed. X	develope	availabl	developed.	d.	d.	develope	town.	develope		
	Highveld	Ļ	d. X1 and	e I	Landlocked			q	Undermin	d. New		
	Steel.	approximate	X2 are	constrai	due to				ed,	industria		
		ly 30%	vacant.	nts.	under-				requires	l area		
		developed.	Poor		mining.				rehabilita-	planned		
			access						tion.	south of		
			poses a							Thubelihl		
			constraint							ë		
			•									

86

2010/11 IDP

There is a need for industrial land in eMalahleni, both in terms of land for heavy industries (approximately 20 to 50 hectares) and for light industries, service industries and high-tech industries.

#### **Mining Areas**

Mining occurs throughout the eMalahleni area, with large sections of the area affected by undermining and/or mineral rights. The primary mines in the area are: Brugspruit-, Steenkoolspruit-, Maggies-, Douglas-, eMalahleni-, Transvaal-, Delagoa Bay-; Cassel-, Landau, Middelburg Steam-, Station-, Tavispan-, Douglas 1 and 2, Uitspan-, Coronation-, Premier Coal Co- and Star Collieries.

Many of the mines have however closed down, due to the decline in the demand for coal and low coal prices. This has had a significant effect on the environment, due to sinkhole formation, subsiding, underground fires and seepage of water from underground workings. It has also had a significant economic impact, with some of the mining towns closing down and people being retrenched.

#### Electricity

Due to the rich coal reserves in the EMalahleni and Steve Tshwete Municipalities, Eskom developed the Kendal, Ga-Nala, Matla, Wilge and Duvha power stations during the 1970's and 1980's to provide in future electricity needs. This has lead to the establishment of Ga-Nala, Thubelihle and Wilge and the growth of these townships. The Wilge power station has however been demolished, with detrimental effects for the Wilge settlement.

#### **Table 3: Power Stations**

NAME	SIZE (MW)	COAL MINE	WATER SOURCE
Duvha	3 600	Duvha	Komati / Vaal River
Wilge (demolished)	240	New Largo	Bronkhorstspruit Dam
Kendal	4 032	Khutala	Vaal River
Matla	Unknown	Unknown	Unknown
Ga-Nala	Unknown	Unknown	Unknown

EMalahleni and Environs Structure Plan, 1989 and EMalahleni Municipality, 2004

Kendal is the largest power station with capacity of 4 032 MW. The chimneys at the Duvha power station are the highest man made structures in Africa. These smoke stacks are each 300 metres tall, 30 metres higher than the Hillbrow tower in Johannesburg. Coal is a limited resource and there are plans to convert to gas in future to feed the power stations.

#### Agriculture

The non-urban areas of the eMalahleni Municipality consist mainly of farms and agricultural holdings. The agricultural holdings are found on the periphery of the urban settlements and at Clewer. These holdings are generally not used for agricultural activities, but rather for rural residential purposes. The Jackaroo Park A.H. along Middelburg Road and Riverview A.H. (EMalahleni) and Kendal Forest Holdings are increasingly used for light service industries. This could be ascribed to a shortage of small, serviced stands in the industrial area.

In terms of agriculture, stock farming (sheep and cattle) and maize farming with some irrigated farming occur through the area and especially along the river drainage basins. Intensive and extensive agriculture activities are both present.

Agriculture played an important role in the development and growth of Ogies, which also serves as a service centre to the surrounding agricultural areas. The only land available for the expansion of Ogies and Phola is however prime agricultural land, resulting in a conflict between urban expansion and agriculture. The addition of 1 011 erven on prime agricultural land in Phola Extensions 2 and 3 and ±300 erven in Extension 4 on Portion 4 Farm Prinshof 2-IS is currently underway. The protection of prime agricultural land should be of high priority, although it should be realised that urban growth is constrained by undermining and geological conditions, which limits the options in terms of future expansion.

#### **Transportation**

#### **Railway Lines**

The EMalahleni Municipality is favourably located in terms of the railway system. There are two main lines which run through EMalahleni. The one runs parallel to the N4 freeway, and connects EMalahleni with Pretoria and the Maputo harbour. The second runs parallel to the N12 freeway, and

connects EMalahleni with Germiston, which is the point of convergence of all railway infrastructure in Southern Africa. At Ogies the railway line which is used to export coal from the EMalahleni region via the Richards Bay harbour, links to the EMalahleni-Germiston line.

#### Airfield

There is an airfield situated north of Klarinet. This airfield is owned and operated by the EMalahleni Municipality and is currently operating at a loss. The runway is short, which limits the use of the airfield for small aircraft.

#### **Road Network**

The EMalahleni area is well-connected at regional level by means of the freeways and regional road network. The N12 and N4 freeways provide access to Gauteng, the economic heartland of the country to the west. To the east the N4 connects EMalahleni with Middelburg, Belfast, Waterval-Boven and Nelspruit, the provincial capital, as well as Maputo in Mozambique. The N4 Y3 (previously R555) is a service road which runs parallel to the N4 freeway up to Middelburg. The combination of the freeway, service road and railway line is the ideal combination for corridor development and has led to the identification of the Maputo Corridor as a development opportunity.

The R544 is a prominent north/south route through EMalahleni, connecting the area with the Moloto Road in Thembisile to the north. This road, together with the R547 and R545, provides internal linkages in EMalahleni to the settlements in the south of the area, specifically Ogies, Van Dyksdrift and Ga-Nala and also provide linkages to towns situated south of EMalahleni, such as Bethal, Ermelo and Secunda.

#### **Economic Analysis**

The following section is an extract from the economic development status quo analysis prepared by Urban Econ as part of the 2004 Nkangala IDP revision:

From a regional perspective, the main sectors contributing to the Nkangala District's economy are listed below, and ranked in order of significance:

1	Electricity
2	Manufacturing
3	Mining
4	Community services
5	Trade
6	Finance
7	Transport
8	Agriculture
9	Construction

The economy of the District as a whole experienced growth in the period 1996–2000, with the highest growth in the financial and mining sectors.

In terms of the local economy, the EMalahleni economy is dominated by electricity as the main contributor to the GGP of the area. The trends in the production profile are identified as follows:

#### Table 4: Trends in the Production profile

Business Sectors
Agriculture
Mining
Manufacturing
Electricity
Construction
Trade
Transport
Community services

EMalahleni GGP profile by sector, 1996 to 2002



It is clearly evident that the electricity sector dominates the local economy and that the mining activities also contribute significantly to the economy. The manufacturing and community services sectors are respectively the third and fourth most important sectors in the local economy.

In terms of the implications of the current trends in the local economy, the close proximity between EMalahleni and Gauteng provides EMalahleni with opportunities to serve the Gauteng market. It is however necessary to highlight that the distance to the Gauteng markets necessitates that the attraction of investment to this locality should focus on supplying the attracted investments with opportunities to lower their fixed as well as variable costs. This is necessary in order to ensure that the local concerns can follow low-cost manufacturing strategies that will negate the incremental transport costs. In other words, the additional costs incurred by the transportation must be balanced with the ability to manufacture the goods and services at a cheaper cost than competing concerns located within Gauteng.

Further, specific actions are required to assist local business to support the mining activities i.e. the internal sectoral linkages should be developed and local beneficiation of products must be stimulated.

Similarly, as the local economy is dominated by electricity, it is necessary to stimulate economic diversification through the employment of appropriate strategies and programmes, to broaden the economic base.

#### Socio-economic Profile

The accompanying statistics, demographic information and economic status of the municipal area give a clear overview of the socio-economic profile of the area.

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# TABLE 6: SUMMARY OF SALIENT DEMOGRAPHIC FEATURES

Total Population (2007)	435 217							
Population Group	Black 82.2%, Wh	iite 15.9%, Colou	red 1.4%, Indian	/Asian 0.4	%,			
First Language	IsiZulu 42.4%, Af	rikaans 14.6%, S	epedi 12.5%, IsiN	ldebele 1(	0%, English 3.6	%		
Gender (Male/Female)	50.9%: 49.1%							
Age	0-4	5-9	10-14		15-19	20-24	25-64	65+
	10	9.4	9.8		9.8	10.1	50.9	2.9
Religion	Other beliefs 17.	.8%, Zion Christia	in 13.4%, Other /	Apostolic	Churches 12.8	%, No relig	ion 11.2%	
Highest Education (age 20+)	No schooling	g Some prin	nary Co	mplete	Some second	ary	Std 10/	Higher
			<u></u>	rimary			Grade 12	
	14.59	6 13	.5%	6.4%	33.	7%	24.1%	7.8%
Mode of Transport	On foot 22.6%, N	Minibus taxi 9%, I	Bus 8.5%, Car as	a driver 6	.4%, Car as a p	assenger 5	.8%	
Employment Status	Economically Act	tive 45%, Employ	red 27.7%, Unem	ployed 1	7.3%			
Industry	Mining and quar	rrying 23%, Comr	nunity, social & p	oersonal s	ervices 13.2, T	rade 13.1,	Manufacturing 10	%
Occupation	Craft & related t	rades 23.8%, Ele	mentary 20.9%,	olant & M	achine Operat	ors 12.1%,	Professionals 5.79	
Type of Dwelling	House 59.8%, Int	formal (not in ba	ckyard) 22%, Tra	ditional d	welling/hut 6.	5%, Inform	al in backyard 4%	
Average household income per month	R3 721.14							
Tenure Status	Owned, fully pa	id 42.3%, Occupi	ed rent-free 24.7	%, Rente	d 17.1%, Own	ed, not yet	paid off 15.7%	
Average number of rooms	3.9							
Services	Electricity 60.1%	, Piped water ins	ide dwelling 45.	7%, Flush	toilet 57,86%,	Waste ren	noval once/ week	6,9%
Source: 2001 Population Census, Statistics SA								

92

& 2007 Community Survey Report, Stats SA

The following table indicates the concentrations of people in the area are as follows, in descending order.

#### **Population Concentrations:**

CENTRES	PERCENTAGE OF TOTAL
	POPULATION
EMalahleni complex	69%
Ogies and Phola	9%
Ga-Nala and Thubelihle	6%
Rietspruit	3%
Van Dyksdrift	2%
Wilge	1%
Non-urban	11%

Source: 2001 Population Census, Statistics SA

From the table it is clear that the bulk of the population in eMalahleni is urbanized with only 11% of the population residing in the non-urban areas. The eMalahleni complex is dominant in terms of its population, with only 21% of the urban population residing outside EMalahleni. In terms of the urban areas, the highest population density is experienced in Lynnville (202 households/hectare), followed by Phola (160 households/hectare) and then Kwa-Guqa (157 households/hectare). The largest household size was reported in Klarinet (7.4), followed by the non-urban areas (4.3), while the smallest household size was reported in Kwa-Guqa (3.3).

In terms of population groups, Census 2001 reported that 82% of the population was African, 15.9% White, 1.4% Coloured and 0,4% Indian/Asian. Clear racial distinctions are visible between the various settlements, with EMalahleni being a predominantly white area, Lynnville, Kwa-Guqa, Phola and Hlalanikahle being predominantly black areas and Klarinet (Pine Ridge) being the only area with a significant Indian population.

The dominant home language was IsiZulu (spoken by 42% of the population). Other languages of significance were Afrikaans (14%) and Sepedi (12%). The male/female population distribution in the area is fairly equal, except for Klarinet and Rietspruit where the male component is dominant.

The age distribution indicates that the 15-34 years age group is dominant, followed by the 35-64 years category. The 65+ category is very small. This indicates an older population where population growth will slow down over time. People in the age groups 15-64 are generally economically active or studying, implying that employment opportunities and educational facilities will be of high importance to the area. The highest percentages of people in the age groups 0-14 occurred in Lynnville and Hlalanikahle, indicating particular needs for pre-primary and primary schools as well as recreation facilities. The highest percentage of people older than 65 years was found in EMalahleni, implying specific needs for the elderly.

#### **Education and Employment**

The adult population of EMalahleni was found to be relatively better qualified compared to the Nkangala District and Mpumalanga, e.g. only 14% in EMalahleni indicated that they had no education, compared to 24% and 27% in Nkangala and Mpumalanga respectively. The dominant education category for the EMalahleni area was "some secondary" education. The highest percentage of people with no education was found in the non-urban areas, while the highest percentage of people with a higher education was found in EMalahleni. This has implications in terms of the type of employment opportunities offered in the region, versus the education and skills levels.

Of concern is the fact that 30% of the young school going and student population (age 5-24) did not attend some form of educational institution. The highest percentage of children not attending school was found in Klarinet and the non-urban areas. This could lead to illiteracy and unemployment in future.

Approximately 45% of population was economically active, which is considerably higher than the Nkangala District (34%). Unemployment however amounted to 17%, which is higher than the District (15%) and Provincial figures (14%). The highest number of unemployed people was found in Hlalanikahle (23.5%), followed by Lynnville (22.6%), Phola (22.1%) and Kwa-Guqa (20.9%). The highest number of people who were not economically active was found in Klarinet (70%), followed by Wilge (62%).

In terms of monthly income, 1.8% of the population indicated that they have no income, which is lower than the District (2.1%) and Provincial (2%) figures. The highest number of individuals who

reported no income was found in Hlalanikahle, followed by Kwa-Guqa. The average per capita monthly income of employed individuals was R3 458.94, which is considerably higher than the District (R2 729.15) and Provincial (R2 314.40) figures. The lowest per capita average monthly income was found in Hlalanikahle (R1 693.18), which is even lower than the non-urban areas (R1 742.44).

Approximately 24% of the employed population earned less than R800 per month, which is considered as living below the poverty line. This average is however lower than the District (33.4%) and the Province (45.6%). The relatively low income levels are indicative of poverty and a high reliance on social assistance, specifically housing subsidies. Most employed persons reported to be paid employees (93.3%), with very few people being self-employed (4.8%).

Employment according to the major types of industry in the area was as follows:

- 23% work in mining and quarrying;
- 13.2% work in community, social and personal services;
- 13.1% in wholesale and retail trade;
- 10% in manufacturing;
- Only 3.1% in agriculture, hunting, forestry and fishing.

The highest proportion of people living in Rietspruit and Van Dyksdrift are employed in the mining and quarrying sector, while in Klarinet the highest proportion of people was employed in community, social and personal services industries.

Employment by occupation is broken down as follows:

- 23.8% as craft and related trades workers;
- 20.9% in elementary occupations;
- 12.1% as plant and machine operators and assemblers;
- 10.5 as clerks;
- Only 1.4% as skilled agricultural and fishery workers.

From this breakdown it is clear that most people in the area were employed in the primary and secondary sectors, with very few people employed in the tertiary sector (only 5.7% as professionals and 4.1% as legislators; senior officials and managers).

The highest proportion of the service workers, shop and sales market workers in the municipal area reside in Klarinet/Pine Ridge, most of the professional workers reside in EMalahleni while most of the people employed in elementary occupations were found in Hlalanikahle and the non-urban areas.

#### **Transport and Housing**

In terms of mode of transport used, it is clear that there is limited private transport in the area, as most people (22.6%) travelled on foot, 9% in minibus taxis, 8.5% in buses and 5.8% by car as a passenger. Only 6.4% of the population travelled by car as a driver, while only 0.1% travelled by train. Phola had the highest number of people travelling on foot, followed by Kwa-Guqa and the non-urban areas.

More than half of the households in EMalahleni resided in a house or brick structure (58%), followed by informal dwellings not in back yards (22%) and traditional dwellings (6.55%). The highest percentages of people residing in informal settlements (not in back yards) were found in Kwa-Guqa, the non-urban areas, Hlalanikahle and Phola. The highest number of people residing in backyard shacks was found in Hlalanikahle.

A third of houses in the area were fully paid off (34.1%), while 23.6% of households occupied rent free houses, 21.6% rented their homes and 20.7% resided in homes which they owned, but which were not fully paid off. The highest percentages of people residing in homes which were fully paidoff were found in Phola and Hlalanikahle. The highest percentage of people residing in rent-free homes was found in Kwa-Guqa, and the highest percentage of people renting houses was found in Rietspruit. Most of the people who were still paying off their houses were found in EMalahleni, followed by Klarinet.

The average monthly household income in the area amounted to approximately R3 721, which is significantly higher than the District (R2 531.27) and Provincial (R2 286.61) averages. The highest percentage of households reporting no income was found in Hlalanikahle, followed by Phola. Approximately 76% of households possessed a radio, 57.4% possessed a television, 55%a refrigerator, 42% a cellphone, 27% a telephone and 8% a computer.

#### **Access to Basic Services**

The use of electricity, water and sanitation services are indicative of the service backlogs in the municipal area.

The majority of households in EMalahleni used electricity for cooking purposes (60%), while 23% of households used paraffin and 12% used coal. In the non-urban areas the number of people using coal exceeded the number of people using electricity, while in Phola the number of people using coal was almost equal to the number of people using electricity. In Kwa-Guqa the number of people using paraffin exceeded the number of people using electricity.

Most of the people in EMalahleni used electricity for heating, followed by coal. Areas where other forms of heating dominated electricity use were Phola, Kwa-Guqa, Hlalanikahle, Van Dyksdrift and the non-urban areas.

In terms of fuel used for lighting purposes, approximately 68% of households used electricity, followed by candles (27%). The highest occurrences of fuel other than electricity used for lighting were found in the non-urban areas, followed by Kwa-Guqa, Van Dyksdrift and Phola. In Hlalanikahle most people used electricity for lighting purposes.

Approximately 92% of the total population had access to piped water. The majority of households (41%) had piped water inside their house or yard, while 31% had piped water inside their yard. The highest numbers of people who do not have access to piped water are concentrated in Van Dyksdrift and the non-urban areas.

Approximately 88% of households in EMalahleni had access to toilets or pit latrines. Approximately 69% had access to waterborne sewer, while 18% used pit latrines without ventilation. The highest number of people without sanitation was found in the non-urban areas, followed by Van Dyksdrift, Hlalanikahle, Klarinet and Kwa-Guqa.

In terms of refuse removal, 63% of households reported that their household refuse was removed at least once a week and 3.5% reported that the local authority removed their refuse less often. Approximately 24% of households disposed of their refuse on their own refuse dumps, 2.6% used communal dumps while 6% of households reported that they had no form of rubbish disposal. The highest incidence of people without refuse removal by the municipality was found in the non-urban areas, followed by Van Dyksdrift, Kwa-Guqa, Phola and Hlalanikahle.

Approximately 52% of the population owned a telephone or a cellphone. Approximately 35% of the population made use of public telephones, while only 2.1% reported no access to a telephone. Kwa-Guqa and the non-urban areas were the areas with the lowest access to telephones. The overall socio-economic picture of the EMalahleni Municipality area reflects that the population of the municipality is generally better off than the population of the Nkangala District and Mpumalanga Province, in terms of education levels, income and access to basic services. Nevertheless, poverty and unemployment are still pertinent issues to be dealt with. When comparing the profiles of the various areas constituting the municipality, the areas mostly affected by poverty and service backlogs are the non-urban areas, Kwa-Guqa, Phola, Klarinet, Hlalanikahle and Van Dyksdrift.

#### **Community Facilities**

Most of the facilities are found in EMalahleni, with some facilities in the secondary towns.

#### Health

There are four hospitals in the EMalahleni area, namely the EMalahleni Provincial Hospital and Kosmos Private Hospital in EMalahleni, SANTA TB Hospital in Lynnville and Van Dyksdrift Mine Hospital, which is sufficient in terms of the population ratio. There are 18 clinics serving the municipal area, with a shortfall of 10 clinics in terms of the population ratio. These clinics are mostly located in the larger services centres. The distribution of clinics however does not correspond with the population concentrations and densities, and areas such as Lynnville, Kwa-Guqa and Hlalanikahle would require more clinics. Mobile clinics are also required to provide services to the rural areas. There are currently seven libraries serving the EMalahleni area, with a shortage of three facilities according to the population ratio. There are libraries in most of the larger service centres in EMalahleni, with the exception of Klarinet and Kwa-Guqa, which is seen as a critical shortage considering the high population density in this area. Mobile libraries should also be considered to serve the rural population in smaller settlements.

#### **Community Halls**

There are currently five community halls in the EMalahleni area, with a shortage of five halls according to the population standards. The halls are located in the EMalahleni, two in Lynnville, Ga-Nala and Rietspruit. There is a clear shortage of halls in Hlalanikahle and Kwa-Guqa.

#### **Municipal/Government Buildings**

The highest concentration of municipal and government buildings are found in EMalahleni, which is the main service centre in the area, with other facilities scattered through the area. Phola is a larger service centre in terms of population, but lacks any local municipal buildings. Satellite municipal offices in Phola and the smaller service centres are required to ensure equitable access to municipal services across the EMalahleni area.

#### **Police Services**

There are four police stations in the EMalahleni area, with a shortage of six stations in terms of the population ratios. In terms of the distribution of police stations, there is a clear lack of facilities in Lynnville/Ackerville, Klarinet and Phola, areas with high population concentrations. The lack of police stations in the smaller service centres implies that there is a lack of services in the southern regions of EMalahleni.

#### **Emergency Services**

The highest concentration of emergency services in EMalahleni is found in EMalahleni and Lynnville, with one service centre in Ga-Nala. The area is therefore relatively well covered in terms of emergency services.

#### **Post Office**

There are five post offices in the EMalahleni area, with a shortage of five facilities in terms of the population ratios. The highest concentration of services is found in EMalahleni, which is the highest order service centre. Considering the high population concentrations in Kwa-Guqa, Hlalanikahle and Phola, these service centres should qualify for local post offices. There is a post office in EMalahleni

There is extensive use of post box points throughout the city, with limited house-to-house delivery.

# COMMUNITY FACILITIES IN THE EMALAHLENI MUNICIPALITY

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Emergency Services	ŝ	1				T						2		
Libraries	2	1	1		T	T				T		۷	1 per town 10	ņ
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<b>λιερ</b> ιοορο	4	3		5	2	2		°.				19	12% of pop/90 0p/ school 37	-18
Primary	9	3		13	4	6	4	∞	°.	3	5	58	18% of pop/70 0p/ school 71	-13
Pre-school	10	2	4	9	4	2		ŝ		3		34	1/ 4 000 69	+35
Clinic	1	2	1	1	1	2	1			1		10	1/ 10 000 28	-18
letiqsoH	2	1					1					4	1/ 100 000 3	D
Population	54 935	49 693	42 880	39 896	22 867	17 442	7 164	5 657	2 505	2 336	1 029			
Local Service Centres	1. EMalahleni	2. Lynnville	3. Hlalanikahle	4. Kwa-Guqa	5. Phola	6. Ga-Nala	7. Rietspruit	8. Van Dyksdrift	9. Klarinet	10. Ogies	11. Wilge	Sub-total	Standard Ratio: Facility per population (Population 276 412) Number needed according to standard	Surplus/Shortage

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## Education

Most of the educational facilities are concentrated in the major towns, while there are some combined schools serving the rural areas.

According to the population standards, there are 69 pre-schools required to serve the EMalahleni area. There are currently only 34 authorised pre-schools especially as many of these facilities do not comply with minimum standards. In terms of the ratios, there is a clear over-provision of pre-schools and the and 70 unauthorised pre-schools. The EMalahleni Municipality indicated that the large number of unauthorised pre-schools poses a significant problem, municipality could justifiably act against unauthorized facilities. In terms of primary schools, there are 58 facilities servicing the area, with a shortage of 13 facilities. Considering the distribution of schools across the local service centres, there is a clear lack of facilities in Hlalanikahle. The same situation prevails in terms of secondary schools, indicating that urgent action is required to ensure that schools are provided in Hlalanikahle. There is a shortage of 18 secondary schools in the area.

Pretoria University and Unisa. The Nkangala FET College is situated in the CBD in close proximity to the municipal offices. The other tertiary institutions are There are currently four tertiary education facilities in the EMalahleni area. The Edupark in EMalahleni consists of the Tshwane University of Technology, the Mpondozankomo Campus in Ackerville and the Coal Training College in Klipfontein. Considering the low literacy and employment levels, adult basic education (ABET) and skills training facilities would be required to improve the socio-economic status of the population.

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PRE-SCHOOLS (AUTHORISED)	PRE-SCHOOLS (NON- AUTHORISED)	PRIMARY	SECONDARY	COMBINED/OTHER	TERTIARY
Agape Early Learning	Al Tasheed Islamic	Amandla	Allendale	Bongiduvha	Emalahleni Business
	Centre				College
Akker Jakker	Andries Raditsela	Balmoral	Bonginsimbi	Greendale	Mpondozankomo
					Technical College
Banana Day Care Centre	Babbelkous	Besilindile	Elukhanyisweni	Khayalethu	Colliery Training
					College
Bongiduvha Pre-Primary	Bambanani	Blackhill Schoongezicht	Empucukweni	Khonzimfundo	Nkangala FET College
Celulwazi	Besige Bytjies	Bonginhlanhla	General Hertzog	Landau Combined	Tshwane University
					of Technology
Duimelot	Bimbo	Bonisana	H T S EMalahleni	Lehlaka	MSC College
Duvha Park Nursery	Bongumusa	Carrisa	llanga	Makause	Damelin College
Ebenezer Early Learning	Bright Sparks	Clewer	Kopanang	Maloma	Mpumalanga
					Regional Training
					Trust
Edward Matyeka	Convenant	Denjan	Ga-Nala	Mapule Sindane	
Hlangu-Phala	Dalmatians	Dunbar	Leonard Ntshuntsha	Mmagobana	
Isibonelo	Dinosaur	Duvha	Mabande	Nkonjane	
Ithuseng	Drie Beertjies	Duvha Park	Mehlwana	Ogies	

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Phakama	Phakama	Pine Ridge	South EMalahleni	St Thomas Aquinas	Umzamo	Vuma	EMalahleni	ADULT/OTHER	Amcoal Goedehoop	Adult	Christian Academy		Duvhapark	Ed-U-College College	Generaal Hertzog	Kwanala Adult	Landau Adult	Liberty Christian	College	Lynnville Adult Centre
Patriot	Phillip Ndimande	Reynopark	Sibongamandla	Thomas Percy Sililo	EMalahleni	Zacheus Malaza														
Edward Matyeka	Hlalanikahle	Hlanguphala	Imbalenhle	Impilo	Itireleng	J Kananda	J Mdaka	Klipfontein	Kragbon		Ga-Nala Christian	Academy	Ga-Nala Park	Kromdraai	Kwa-Guqa	Kwanala	Mangadisa	Merlin Park		Mogalitwa
Early Bee	Edu Care Centre	Elise	English Media	Fundulwazi	Haas Das	Нарру	Heavenly Parks	Izwelihe	yol		Klein Sonstraaltjies		Khulani	Khululeka Mama	Kideos	Kraatjie se Krose	Krabbel	Lawaaidraai		Lechens Haven
Kielekrankie Kleuterskool	Klein Duimpie	Kosmossies Kleuterskool	Kraaines	Ga-Nala-Malta Kleuterskool	Landau Pre-Primary	Lehlaka Pre-Primary	Lollipop	Lucy Mashiane	Maatjiesfontein		Phomolong		Pikkewouter	Raditsela	Sacret Hearts	Shongololo	Simunye	St. Andrews		Tholukukhanya

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Mokibe		Moruti Makuse	Nancy Shiba	Nelson Ngubeni	New Harvest		New Largo	Onverwacht	Panorama	Phoenix	Reynorif	Robert Carruthers	Sibongindawo	Sibukosethu	Sifundise	Siphendulwe	Siyathokoza	Springbok Colliery	Springvalley	Sukumani
Liefieland		Lindo Kuhle	Little Blessings	Little Mustart Seed	Masakhizizwe Early	Learning Centre	Mrs. Jordaan's	My Plekkie	Nanie	New Harvest	Noas Ark	Ontdekkertjies	Othandweni	Othandweni	Rainbow	Rejoice	SAVF	Sharleens	Sina's Crèche	Sizanani
Thuthukani		Tiny Tots	Vulinqondo	Zakheni Pre- Primary																

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Taalfees	Tasbet Park	Thembelihle	Thuthukani	TNC	Fukazawa	WCCM	Wolvekrans												
Slindokuhle	Sprokieland	St Andrews Pre-Primary	St. Gabriels	Stepping Stones	Sunshine	Tapklippies	Tehila	Telletubbies	Thandulwazi	The Ridge Casino	The School House	Thokozane	Tholumxhele	Tiny Bedesta	Vlytige Vingertjies	Vumelani	Woelwater	Zakhele	Zamani

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#### Water

The EMalahleni Municipality has a water abstraction permit from the EMalahleni Dam, which is currently on limit. Water losses are a specific problem in the area and a Water Loss Control Management Plan was adopted by the municipality, as a prerequisite for augmenting the water abstraction permit.

The EMalahleni Dam is subject to high levels of pollution in the catchment area and a Water Quality Management Plan was developed for the catchment area by the Department of Water Affairs.

The following areas were identified in the Water Services Development Plan as experiencing bulk water constraints:

- Supply to Klarinet townships new development;
- Supply from the N4 reservoir to Ferrobank/EMalahleni West/Clewer/Phola/Ogies;
- Supply from Clewer to Phola;
- Upgrading of the water purification works; and
- Supply to the Duvha Park Extension 1 development.

A major additional water pipeline is required from the Vaal River to Secunda and EMalahleni to supply in the needs of the power stations and urban developments in these areas. Funding for this pipeline was approved in October 2004 by National Government.

### Sanitation

Water borne sewer is only available to the urban areas of EMalahleni, mostly in and around EMalahleni. EMalahleni is divided into nine sewer catchment areas that drain to four existing sewerage treatment plants. In Clewer a partial sewer system was installed approximately three years ago. Transported sewerage is treated at the Ferrobank sewerage treatment works. The four treatment plants in the area are:

- Ferrobank sewerage treatment works. The works serve the major portion of the commercial and industrial area and is the largest of the works with a current capacity of 18 Ml/day.
- Naauwpoort sewerage treatment works. The works has a current capacity of 4.2 Ml/day. It is located south east of Duvha Park and primarily serves the residential areas. The works will be upgraded for new developments in Tasbet Park and Duvha Park.
- Riverview sewerage treatment works. The works is located north of Highveld Park and has a capacity of 11 Ml/day. It serves various residential areas as well as Klarinet, including effluent from the abattoir.
- Klipspruit sewerage treatment works. This is new works with a capacity of 10 Ml/day.

Ogies and Phola each had their own purification works, but due to problems with the Ogies works these facility has been decommissioned and a main gravity sewer outfall from Ogies to Phola has been installed.

Ga-Nala and Thubelihle have individual purification works, due to the distance and watercourses separating the two areas. The water purification works in Ga-Nala is located northwest of the CBD and the works in Phola are situated northwest of the settlement.

The non-urban areas make use of rudimentary services, such as pit latrines or French drains.

Capacity problems were recently reported as follows:

- Upgrading of the Naauwpoort works is underway to accommodate development in Duvha Park and Tasbet Park;
- Upgrading of the Klarinet pump station has been completed;
- Investigation into the upgrading of the Riverview works is required;
- Upgrading of the Vosman pump station has been completed;
- Upgrading of the Phola works is in progress; and
- Upgrading of the Pine Ridge pump station is in progress.

#### Solid Waste

The EMalahleni area makes use of the Leeuwpoort Landfill Site, which is regarded as one of the bestestablished and well-maintained sites in the country. The refuse that is dumped daily is compacted and covered to ensure the sustainable functioning of the landfill site. The waste removal services cater for domestic waste removal as well as industries and businesses. There is an existing landfill site situated southeast of Thubelihle, and a proposed site situated northeast of Phola. The former is impacting negatively on the southern expansion of Thubelihle and growth towards Ga-Nala.

Waste removal in the non-urban areas is problematic and the findings of the Census indicated that many people made use of their own dumps or did not have access to a dump site, resulting in littering and pollution.

#### Electricity

The EMalahleni Municipality has a licence for the distribution of electricity to the EMalahleni area, Ga-Nala, Thubelihle, Ogies, Phola and Rietspruit. Eskom distributes electricity to the remainder of the area.

There are three Eskom intake substations providing electricity to EMalahleni and surrounds, namely:

- Kwa-Guqa Substation. This substation has a 40 MVA capacity with a winter load of 18 MVA. It provides services to Clewer and all the extensions of Kwa-Guqa, mainly to households.
- Buffer Substation. This substation has a 60 MVA capacity with a winter load of approximately 53 MVA, indicating that the substation has reached capacity. The service area includes Ackerville, Lynnville, Schoongezicht and Thusanang, Ferrobank and Klarinet industrial areas and the EMalahleni CBD. Seventy percent of service provision is to households.
- Doornpoort Substation. The substation has a 20 MVA capacity with an average winter load of 35 MVA, indicating that the substation is overloaded. The service area includes the eastern suburbs of Blanchville, Modelpark, Highveldpark, Die Heuwel, Del Judor, Tasbet Park, Ben Fleur and Ryno Ridge and 95% of provision is to households.

Services in Ogies/Phola were found to be sub-standard and various projects are underway to address this.

#### Cemeteries

There are two cemeteries servicing the EMalahleni urban area, namely a cemetery situated south of Schoongezicht and a cemetery situated in Kwa-Guqa Extension 6, which is almost full. There are also cemeteries in Ogies, Phola and at Ga-Nala/Thubelihle. A large, new cemetery was established west of Kwa-Guqa on the Wakefield Road.

### Informal Settlements

One of the most prominent challenges facing the EMalahleni Municipality is the housing backlog in the area. The EMalahleni Municipality has the highest number of informal settlements in the Nkangala District, according to the 2001 Census. According to this information, EMalahleni has a total of 19 516 informal dwellings, followed by Thembisile with 8 481 informal dwellings, Steve Tshwete with 5 853 informal dwellings and Dr JS Moroka with 5 195 informal dwellings.

The informal settlements can be classified in terms of:

- Settlements that cannot be upgraded in the current location, due to risk factors;
- settlements where planning or investigations are already underway to upgrade the settlements in the current location, or
- Settlements where no investigations have been conducted yet.

There are however a number of limitations impacting on the housing delivery process. One of these is the requirement from the Mpumalanga Provincial Government of a minimum erf size of 500 m², while all other provinces have a minimum erf size of 250 m². This makes housing delivery more expensive in terms of land cost and service costs, while vast areas are required for housing provision. It was calculated in terms of the EMalahleni Housing Programme that at least 18 km² (based on an erf size of 500 m²) or 9 km² (based on an erf size of 250 m²) would be required to upgrade the informal settlements. Within context, the current size of Kwa-Guqa / Hlalanikahle is ±12 km² and the current total area of EMalahleni is ±84 km². According to recent valuations of farmland in the area, approximately R16 million will be required to purchase 18km² land. A total subsidy budget of R740

112

million will be required for the formalizations of these settlements, which excludes the costs of bulk services.

The implication of this is that the 500 m² stands is not viable. The EMalahleni IDP hence adopted a minimum erf size of 250 m² for subsidised housing and now tends to an average density (net density) of 300 m². The other implication is that alternative housing typologies should be considered, in order to allow for higher densities. The EMalahleni Municipality has already made headway in this regard in terms of the development of institutional housing in Tasbet Park Extension 6 and Duvha Park Extension 1. Densification is currently occurring in many of the older suburbs in EMalahleni, such as De Heuwel and Reyno Ridge in terms of private sector (bonded housing) developments.

#### SPATIAL DISTRIBUTION OF ECONOMIC NODES



The primary business centre in EMalahleni is the eMalahleni CBD, which includes offices, retail, general business and commercial uses. There are also decentralised nodes in the EMalahleni area with mainly retail uses, like the Highveld Mall, Saveways Shopping Centre and Klipfontein Shopping Centre. Shopping centres are also planned in Kwa-Guqa Extensions 9 and 15. The casino in eMalahleni (The Ridge) offers a hotel, restaurants and entertainment centre.

The junction of the N12 and N4 freeways is a prominent focal point in EMalahleni, offering the opportunity for business and commercial development, due to the high visibility. There is significant pressure to develop high tech industries and offices at this junction ( $\pm$  89 hectare site). The area is however far removed from the disadvantaged communities to the west of the town.

Ga-Nala and Ogies also have business nodes, with offices, retail and general business uses. These centres fulfil the function of central places to the surrounding farming areas. There are small, mostly informal business activities conducted in the former township areas and the need exists for formalised business facilities, especially in Kwa-Guqa.

The eMalahleni CBD is one of the Urban Development Zones qualifying for the Urban Renewal Tax Incentive, and an Urban Renewal Strategy for the CBD to support the Tax Incentive was recently completed.

#### b) Industrial Activities

There are nine major industrial areas in EMalahleni, mostly concentrated in and around eMalahleni City. This also represents the largest concentration of industrial activity in the Nkangala District. Undermining, however, poses a major constraint to the expansion of these areas, which is problematic in view of the fact that there is a need for industrial land in EMalahleni, both in terms of land for heavy industries (approximately 20 to 50 hectares) and for light industries, service industries and high-tech industries.

#### c) Mining Areas

Mining occurs throughout the central and southern portions of EMalahleni area, with large sections of the municipal area affected by shallow undermining and/or mineral rights. Many of the mines have closed down for a variety of reasons.

This has had a significant impact on the environment, resulting in sinkhole formation, subsiding, underground fires, and seepage of water from underground workings. It has also had a significant economic impact, with some of the mining towns closing down and people being retrenched.

#### d) Electricity

Due to the rich coal reserves in the EMalahleni Municipality, Eskom developed the Kendal, Ga-Nala, Matla, Wilge and Duvha power stations during the 1970's and 1980's to provide in future electricity needs. This has led to the establishment of towns at Ga-Nala, Thubelihle and Wilge and the growth of these townships. Wilge is not operational anymore.

Kendal is the largest power station with capacity of 4 032 MW. The chimneys at the Duvha power station are the highest man made structures in Africa. These smoke stacks are each 300 metres tall, 30 metres higher than the Hillbrow tower in Johannesburg. Coal is a limited resource and there are plans to convert to gas in future to feed the power stations.

#### e) Agriculture

The non-urban areas of the EMalahleni Municipality consist mainly of farms and agricultural holdings. The agricultural holdings are found on the periphery of the urban settlements. In terms of agriculture, stock farming (sheep and cattle) and maize farming occur through the area and especially along the river drainage basins.

# 3. Economic Profile

The EMalahleni economy is dominated by electricity as the main contributor to the GGP of the area. The production profile for the EMalahleni Local Municipality is presented in **Figure 3** below

It is evident that the electricity sector dominates the local economy and that the mining activities contribute significantly. The manufacturing and community services sectors are respectively the third and fourth most important sectors in the local economy.

During 1996-1999 only the finance sector and the electricity sector recorded significant growth rates. However, 1999-2002 was a period of expansion in the local economy with the aggregate economy expanding by 2.7%.



Figure 3: EMalahleni GGP profile by sector, 1996 to 2002

Source: Global Insight Version, 1.5o (172), 2003

The key sectors that drove this expansion were:

- Mining
- Manufacturing
- Transport
- Finance.

# 4. DEMOGRAPHIC PROFILE

As indicated previously the latest (2007-Community Survey) population estimate for EMalahleni is about 435 217 people and 105 592 households, (Stats SA, 2007 Community Survey).

The bulk of the population in EMalahleni is urbanized with only 11% of the population residing in the non-urban areas (Table 1). The eMalahleni City is dominant in terms of its population, with only 21% of the urban population residing outside the town. In terms of the urban areas, the highest population density is experienced in Lynnville (202 households/hectare), followed by Phola (160 households/hectare) and then Kwa-Guqa (157 households/hectare).

# **Table 1: Population Concentrations:**

CENTRES	PERCENTAGE OF TOTAL POPULATION
eMalahleni City	69%
Ogies and Phola	9%
Ga-Nala and Thubelihle	6%
Van Dyksdrift	2%
Non-urban	11%
Total	100%

Approximately 45% of population is economically active, which is considerably higher than the Nkangala District (34%). The highest number of unemployed people reside in Hlalanikahle (23.5%), followed by Lynnville (22.6%), Phola (22.1%) and Kwa-Guqa (20.9%).

Employment of the population according to the major types of industry in the area is as follows:

- 23% in mining and quarrying;
- 13.2% in community, social and personal services;
- 13.1% in wholesale and retail trade;
- 10% in manufacturing;
- Only 3.1% in agriculture, hunting, forestry and fishing.

From this breakdown it is clear that most people in the area are employed in the primary and secondary sectors, with very few people employed in the tertiary sector (only 5.7% as professionals and 4.1% as legislators; senior officials and managers).

The average monthly household income in the area amounted to approximately R3 721 in 2001, which was significantly higher than the averages for the District (R2 531.27) and Mpumalanga Province (R2 286.61).

#### Natural Environment

#### Topography, hydrology and climate

The EMalahleni area is located on the Highveld plateau characterised by an undulating landscape without significant hills or ridges. It is located approximately 1 600 metres above sea level, with drainage occurring mostly in a northern direction. The main rivers in the area are the Klein-Olifants River, Olifants River, Wilge River and Rietspruit River, Steenkoolspruit and Brugspruit with the Rietspruit Dam, Doringpoort Dam and EMalahleni Dam being the major dams in the municipal area. The watercourses form part of the Olifants River drainage system, which flows into the Indian Ocean.

The landscape in the area is generally flat, with slopes of less than 1:30. This causes problems with the drainage of developments. Steeper slopes are found close to the rivers in the area. There is a wetland system with pete bogs in the Tasbet and Duvha area, which is considered to be extremely valuable and sensitive.

The area has a typical Highveld climate with warm summers and cold winters and frost is experienced on average approximately 30 days per year. Day temperatures are moderate (average 24.5 °C), due to the height above sea level. Due to the height, average winter daytime temperatures are generally low (19.2°C). The average rainfall in the area ranges between 700 and 750 mm per annum, with 65% of the rain occurring during the summer, mostly in the form of thunderstorms.

During the summer months, the primary wind direction is from the north or east, during autumn winds mostly occur from the east, while during winter the primary wind direction is from the south. There is a high percentage of wind calm periods, mostly during dry months. Wind direction is very important when the location of industrial areas or waste water works is considered, in this regard the Ferrobank industrial area is very suitably located. Refer to **Figure 13** for the Topography, Hydrology and Nature Reserves in the EMalahleni area.

#### Vegetation

The largest part of the EMalahleni Municipality is covered by Bankenveld, which is categorised as the only false grassveld type in the area. There are intrusions of Veld or Turf Highveld in the south. Mixed Bushveld and Sourish Mixed Bushveld veld types are present in the north.

#### Geology, Minerals and Soils

The southern part of the EMalahleni Municipality is underlain by more or less continuous coal development of the Karoo sequence. The area experienced significant erosion prior to the 1900s, caused by streams and floods. This resulted in deep crevices which exposed the underlying rock formations.

The subterranean levels in the area, known as the Mid-Ecca Group, were formed from the Karoo sequence and are located on a Dwyka conglomerate. The Karoo Supergroup consists of six different layers, with the fourth layer being the Mid-Ecca Group, where rich coal deposits were formed. The coal layers are more or less horizontal, except on the contact with the Waterberg Group, where the coal layers became exposed. Some of these layers were visible against the walls of the Steenkoolspruit and subsequently farmers started with the mining of coal for household purposes, as early as 1875. The mining occurred mainly in the areas to the west and south of where EMalahleni is located today.

The mining of these coal deposits led to the development of EMalahleni and the surrounding settlements. Five coal seams are present in different degrees of development throughout the area. In some areas the seams have been exposed and eroded, while the first mines exploited seams approximately 25 m underground.

Other minerals found in the area include flint, iron, gold, molibdenite, cobalt, pewter, iron oxide and malachite. Non-metallic minerals present in the area include:

• Sand suitable for glass production in the vicinity of the Tweefontein coal mine, which, if sifted correctly, could be used for the production of glass products;

- Felsite, which is mined in quarries east of EMalahleni by Anglo-Vaal Transvaal Quarries, used as construction material.
- Clay suitable for the production of bricks is found approximately 5 kilometres east of EMalahleni;
- Quartzite suitable for use in iron processing is found on the farm Eenzaamheid No 35, but is no longer mined.

The predominant soil type is Plinthic Cantena. There are intrusions of Red- Yellow Apedal (freely drained soils) in the south and Rock areas with miscellaneous land classes in the north. Glenrosa and/or Mispa forms are found east of EMalahleni (around the EMalahleni Dam) and in the south.

#### Impact of Mining Operations on the Environment

Coal mining led to the development of EMalahleni and many of the other settlements in the EMalahleni area. Coal mining in the area commenced in 1889 and the town of EMalahleni was established at around 1905. Coal mining has however had a significant impact on the natural environment, which is also impacting on the built and human environment.

Mining commenced in collieries between the 1900's to 1940's and was conducted in a coal seam which varies from approximately three to thirty metres deep. During this time, the mining methods used were board and pillar mining, open cast mining was not considered at the time. At that time the size of coal pillars left were mostly decided on an unscientific method and some of these pillars were even halved and quartered when the reserves were completed, which resulted in a dangerous situation. It was only after the Coalbrook Mine disaster in Wales in 1963 where 361 persons had died when the pillars collapsed and had caused a major subsidence, that the size of the pillars and the stability of the workings were designed scientifically.

All of the early mines display extensive subsidence, making the land surface extremely dangerous, and even unsubsided ground must be considered structurally unsafe. Subsidence is attributable to a number of causes:

• Crushing of pillars in one or more seams, leading to large scale pillar collapses, or pillar runs, and creation of large saucer-like depressions;

- Relatively shallow working depths (often less than 20 m) and interaction of workings with soft overburden layers, leading to board failures and crown holes at surface; and
- Combustion of coal pillars, leading to an extremely irregular land surface.

The coal seams of the EMalahleni coalfield are susceptible to heating and spontaneous combustion, and the No. 1 and No. 2 seams ignite readily upon prolonged exposure to oxygen. At least six abandoned mines are known to be burning, and spontaneous combustion also routinely affects operational opencast and underground mines. Similarly, coal discard dumps at these mines are also prone to ignition. The history in dealing with underground fires has shown that timely and correct action is very important to contain or extinguish the fires. The process is extremely expensive and if possible, existing underground fires must be controlled to prevent it from spreading and the starting of new fires must be avoided.

High-temperature exhaust fumes, containing oxides of sulpur (SOx) and other gases, are discharged by both underground and coal discard dump fires. Fumes from the large number of fires contribute significantly to the poor air quality in the EMalahleni area, which is further impacted by industrial emissions, domestic fires, traffic fumes and seasonal burning of grass.

A further problem is rain and surface water entering the underground workings and leaching out at the lowest laying areas as acid mine drainage. The Department of Water Affairs is taking action to address this situation, in terms of collecting seepage and correcting the pH levels, before releasing water into the rivers.

Details with regard to the extent of mining and pillars are in many instances non-existent or unavailable. Most mines worked on their own local survey system and history has proved that mine plans can be inaccurate by up to 30 metres.

Undermining affects large areas of the EMalahleni Municipality and certain areas of the EMalahleni Central Business District are actually undermined. Fires within the undermined areas have approached close to industrial areas in the past and threatened the Ferrobank industrial area. The need for expansion of the settlements in the EMalahleni area is now resulting in conflict between the hazards associated with the factors described above, and the dire need for land to accommodate growth and development. The development of informal settlements in hazardous areas is concerning. Women and children from these settlements have been found to mine the coal on old burning discard dumps and even enter into sinkholes to mine coal left in pillars, in order to make a livelihood.

Care must be taken to protect human lives and services in the EMalahleni area from the fires and sinkhole formations. While remedial action is very expensive and not the responsibility of the EMalahleni Municipality, the municipality should prevent settlement growth and expansion to hazardous areas and should take action to protect informal settlements already located in or close to hazardous areas.

The Departments of Water Affairs and Mineral and Energy Affairs are currently conducting a number of pilot studies on the T&DB mine aimed at finding economically feasible methods to secure or rehabilitate collapsing areas.

#### **Nature Reserves and Conservation Areas**

The only conservation area in the EMalahleni Municipality is the EMalahleni Nature Reserve, which was originally established as a recreation resort around the EMalahleni Dam. It was proclaimed as a nature reserve on recommendation of the former City Council in 1979. The reserve comprises two clearly distinguishable areas, namely the arboreous area along the Olifants River and the Highveld grassland area.

In 1991 the reserve was enlarged to ±900 ha by donations received from local business to protect the Rocky Highveld Grassland veld type with its associated bio-diverse fauna. Ecologically this was a great achievement, as only 1.38% of a total area of 240 633 km² of this veld type is presently protected in provincial or municipal nature reserves in Mpumalanga and Gauteng. The EMalahleni Nature Reserve forms part of approximately 65% of this veld type, which is being lost due to industrialisation, mining, urbanisation and even agriculture to a lesser degree.

Although the reserve comprises only 35% of the woody (tree) species of land and is less species diverse than the rest of the Rocky Highveld Grassland in the vicinity of the Olifants River valley, the reserve contains a great wealth of biodiversity. This justifies the existence of such a small reserve. This also implies that careful management should be applied, such as an appropriate animal stocking rate to prevent overstocking and overgrazing. The extreme temperature occurring during winters could adversely affect the browsers (especially kudu), because of the lack of nutritive green protein-rich food.

The nature reserve is in the process of being enlarged from ±900 ha to ±1 600 ha through the incorporation of the adjacent land of Langamanzi into the greater Bankenveld Conservancy with the Bankenveld Estates housing project adjacent to the EMalahleni Dam. The action will provide more grazing for game, improved game-viewing and management as well as providing employment for local business and contractors.

# SECTION E:

# **ACCESS TO BASIC SERVICES**

Based on the Comprehensive infrastructure Plan for Nkangala District compiled by the Department of Co-operative Government & Traditional Affairs, the following are infrastructure needs of Emalahleni presented comparatively with those of other Local Municipalities within the District.

#### Infrastructure Needs

#### A.1.1 Housing

The status quo for housing is presented in the table below, which shows that a total of 99,606 households currently do not have sufficient housing. Projects identified to address the need have been listed in the table below. The total number of projects, as well as the number of houses per municipality and budgets per municipality is indicated in. The expected cash flow required to meet this backlog before the due date is presented in Table 2

Table 1 : Total Housing Needs and Budgets Required to Address Housing Needs				
LM Name	Below RDP	No Of Houses	Total	
Delmas	6,429	6,429	R359	
Dr JS Moroka	10,376	10,373	R452	
Emakhazeni	5,138	5,247	R228	
Emalahleni	45,408	45,408	R2,843	
Nkangala District Municipality				
Steve Tshwete	16,924		R	
Thembisile	15,331	15,333	R711	
Total	99,606	82,790	R4,593	

Table 2: Predicted Cash flow for Housing Needs (R mill).									
LM Name	2009	2010	2011_	2012	2013	2014	2015	2016	Total
Delmas	R44.8	R78.3	R78.5	R78.5	R78.5	R.0	R.0	R.0	R358.7
Dr JS Moroka	R119.9	R125.6	R109.4	R72.8	R24.3	R.0	R.0	R.0	R452.1
Emakhazeni	R75.8	R113.9	R38.0	R.0	R.0	R.0	R.0	R.0	R227.7
Emalahleni	R656.0	R656.0	R656.0	R656.0	R219.3	R.0	R.0	R.0	R2,843.4
Steve	R.0	R.0	R.0	R.0	R.0	R.0	R.0	R.0	R.0
Tshwete									
Thembisile	R664.8	R46.0	R.0	R.0	R.0	R.0	R.0	R.0	R710.8
Total	R1,561.4	R1,019.8	R882.0	R807.3	R322.1	R.0	R.0	R.0	R4,592.7

### Water

Water reticulation, bulk, treatment works, and refurbishment are addressed in this section. The status quo for water reticulation is presented in the table below, which shows that a total of 31,969 households currently do not have sufficient access to water reticulation. Table 3 : Institutional Arrangements

LM_Name	WSA
Nkangala District Municipality	
Delmas	WSA
Emalahleni	WSA
Steve Tshwete	WSA
Emakhazeni	WSA
Thembisile	WSA
Dr JS Moroka	WSA

Table 4: Estimated Water Reticulation Needs (Thousands Households)			
LM_Name	Households	Less than RDP	
Delmas	15,128	6,429	
Dr JS Moroka	56,875	4,364	
Emakhazeni	14,623	7,510	
Emalahleni	105,594	9,716	
Steve Tshwete	50,450	1,690	
Thembisile	65,392	2,260	
Total	308,062	31,969	

The total estimated budgets to address reticulation, bulk, treatment and refurbishment are indicated in Table 6. The total investment required is R1,173.69. The bulk budget is the largest portion of the total budget, but the current focus is not on the provision of bulk.Table 5: Total

LM/DM Name	Water	Refurbishment	Bulk	Water	Total
	Needs			Treatment Works	
Nkangala District Municipality	R.00	R.00	R.00	R.00	R.00
Delmas	R27.00	R9.69	R.00	R.00	R36.69
Emalahleni	R46.37	R105.39	R254.37	R55.05	R461.17
Steve Tshwete	R151.05	R63.30	R55.85	R55.85	R326.05
Emakhazeni	R30.21	R24.70	R19.80	R23.45	R98.16
Thembisile	R19.61	R13.41	R.00	R.00	R33.02
Dr JS Moroka	R17.45	R195.70	R1.20	R4.25	R218.60
Munic Total	R291.69	R412.20	R331.22	R138.59	R1,173.69

125

#### Sanitation

Sanitation reticulation, bulk, treatment works and refurbishment are addressed in this section

The status quo for sanitation is presented in Table 7, which shows that a total of 126,285 households currently have below RDP levels of service.

Table 6: Estimated Sanitation	n needs per	Municipality	(Thousands	Households)
			(1110 00001000	

LM_Name	Households	Less than RDP
Delmas	15,128	6,429
Dr JS Moroka	56,875	40,122
Emakhazeni	14,623	4,151
Emalahleni	105,594	18,585
Steve Tshwete	50,450	6,198
Thembisile	65,392	50,800
Total	308,062	126,285

Table 7: To	otal Sanitation	Budget	(R mill)
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LM_Name	Retic	Refurbishment	Bulk	Waste Water	Total
	<b>D</b> 00	<b>D</b> .00			<b>D</b> 00
Nkangala	R.00	R.00	R.00	R.00	R.00
District					
Municipality					
Delmas	R34.00	R.00	R7.50	R78.00	R119.50
Emalahleni	R177.43	R175.66	R119.31	R115.30	R587.70
Steve	R231.37	R146.46	R85.72	R85.72	R549.27
Tshwete					
Emakhazeni	R40.44	R4.00	R.00	R23.70	R68.14
Thembisile	R528.74	R.00	R.00	R10.00	R538.74
Dr JS	R333.55	R.00	R.50	R9.21	R343.26
Moroka					
Total	R1,345.54	R326.11	R213.03	R321.93	R2,206.61

The total estimated budgets for sanitation needs, refurbishment, bulk, and bulk infrastructure are indicated in Table 8. The total investment requirement is R2,206.61. The total sanitation needs is 60.98% of the total budget, namely R1,345.54

## Roads

The status quo for roads and total estimated budgets are presented in the table below:

LM_Name	Length (Km)	Budget (mill)
Delmas	534	R533.2
Dr JS Moroka	437	R79.8
Emakhazeni	2,735	R2,733.4
Emalahleni	725	R1,457.7
Nkangala District		
Municipality		
Steve Tshwete	805	R211.5
Thembisile	204	R52.6
Total	5,440	R5,068.2

#### **Estimated Roads needs per Municipality**

#### a) Water and Sanitation

Emalahleni Local Municipality consists of eMalahleni City, Ogies, Phola, Ga-Nala, Thubelihle and Rietspruit. The services infrastructure is in all cases approximately fifty years old and has reached the end of its useful life. The infrastructure is composed of different technologies, as technology changed in the past fifty years so has the materials and equipment installed changed.

To effect proper planning and budgeting, a professional service provider was appointed in the financial year 05/06 to produce a planning and budgeting tool called water services master plan, to mainly inform on the following :

- Evaluating the capacity of the water services infrastructure
- Identification of bottlenecks
- Stipulation of timeframes and work to be done.
- State conditions of the infrastructure.
- Identification of infrastructure of refurbishment on replacement.

The draft technical proposal contains inter alia the following (also refer to **Figures 4** and **5**): "Based on the development that is planned for the next 20 to 25 years the Emalahleni LM has a huge challenge to ensure sufficient raw water that can be purified to satisfy its projected water demands. The EMalahleni Dam which has a 98% assured yield of 32 million m³/annum (87.7 Ml/d) is the major source of water, supplying almost 90% of the Emalahleni LM population.

Based on a 3.13% population growth rate, the projected demand for potable water by 2025 is around 171 MI/d (this assumes that the water used by Highveld Steel and SA Coal Estates will not increase".

# • Current water availability

The Emalahleni dam has a volume of 104Mm³ and an assured yield of abstraction of 75ML per day. The current over abstraction is only sustainable during relatively wet seasons and if it persists during future dry seasons without augmenting, water shortages will occur.

One augmentation scheme currently underway is the Mine Water reclamation scheme, which alone would not answer in the future needs of Emalahleni. This scheme already provides 20 MI per day of potable water at present. Further on, the following options are being investigated:

- Recycling of ± 30Ml per day of sewage effluent through to the dam;
- Supplying Industry with processed industrial water from treatment works.
- Possible purchase of Doornpoort Dam.
- Possible support and augmentation from Middelburg Dam.
- Brugspruit water treatment works transfer from Water Affairs to Emalahleni is currently being negotiated.

# • Augmentation of current water sources

- Inclusion in future VRESSAP phases

Emalahleni decided not to take part in the first phase of the VRESSAP project (the construction of a major pipeline from the Vaal dam to the Knoppiesfontein Diversion tower, a project costed at several hundred million of rand) and will have to provide water from own sources until such time it can participate in future stages of the VRESSAP project, which will apart from a substantial capital investment, pay between R4 and R5-00 per kl for raw water from this source.

- Raw water supply to Highveld steel

Highveld Steel currently abstracts approximately 24Ml per day raw water. A possible alternative is to supply Highveld Steel with treated sewage effluent from

the nearby Ferrobank waste water treatment works. In such an event, the sewage treatment plant will have to be upgraded and a pumping main installed, the total cost is estimated at R33 500 000.00. It may be possible to negotiate with Highveld Steel to carry part of these costs.

- Recycling of treated effluent from Klipspruit and Riverview sewer treatment plants

Klipspruit and Riverview sewer treatment plants are situated downstream of Emalahleni dam, and the possibility of recycling a portion of their effluent to Emalahleni dam was investigated, and will yield a combined flow of 30MI per day to Emalahleni dam. The capital costs for such a system will be approximately R40 120 000.00. This approach will boost the yield of the eMalahleni dam at a fraction of the cost of the VRESSAP project.

Possibility to increase the storage capacity of the EMalahleni Dam

The EMalahleni Dam is owned by Emalahleni LM. Currently the dam is classified as a CB type with a 44m high concrete wall, however already contravenes the dam safety legislation (Dam Safety Regulations, GN R1560, 25 July 1986) as the flood control measures and flood sluice gates are not correctly sized and are not automatic. Discussions have been held with the Approved Professional Person responsible for the Dam Safety Inspections on the possibility of increasing the dam wall by 1.8m. This would increase the storage capacity of the dam from the current 106 Mm³ to 123 Mm³ which will reflect an increase of approximately 10% in the yield from the current 75 MI/d to 83 MI/d.

The constraints to this option are that considerable work will need to be undertaken to ensure that the dam complies with the Dam Safety Regulations. This will include the conversion of the spillway of the dam to an OG spillway which will be properly designed to accommodate the PMF. The capital cost associated with this conversion was estimated to be R50 million in 2001 and if properly escalated, will be in the order of R100 million in 2006 terms. Another constraint to this option is that although the physical yield from the dam will increase, compulsory releases to maintain the yield in the downstream Loskop Dam will reduce the figure.

In the shorter term however, it will be essential to undertake corrosion protection on the radial gates and to automate them to ensure timeous opening of the gates under flood conditions. The cost for this is estimated at around R3 - 5 million. However, this is an essential expenditure due to the increased corrosive nature of the water entering the dam. The result of this is that the approximately 150 mm concrete cover on the upstream phase of the dam is being corroded and it is expected that serious problems may occur within the next 20 - 30 years.

#### - Water loss management

A known major raw water loss occurs in the storage quarry at point B. Calculations have shown that approximately 7MI per day is lost due to sub-surface infiltration. The cost to repair this leakage is estimated at R15 million. A holistic water loss management investigation should be undertaken to determine and locate exactly the causes of water losses with recommendations to be implemented.

#### Extensions and upgrading of existing bulk water infrastructure

Raw water pumpstation

The new raw water pumpstation have been upgraded in the past year, and its current pumping capacity is 150Ml per day when all six raw water pumps are operational, and will be sufficient if Highveld Steel accepts sewage effluent, but if not, the pumpstation will have to be again enlarged by 2013.

- Raw water pumpline

A section of the 5km long parallel pipelines from the dam to point B quarry needs to be replaced due to excessive leaking along a 2,8 km stretch at a total cost of R8 400 000.00.

- Raw water balancing at point B

The capacity of the raw water gravitational pipeline from the raw water storage quarry to the water treatment works will be sufficient beyond 2025.

- Emalahleni water treatment works

The design capacity of the water treatment works is already being exceeded, and the facility will have to be extended to approximately 160 MI per day by 2025. It is recommended that the construction of a 2 x 20MI per day extension to the current water treatment facility be now considered at a total cost of R75 000 000-00 and the future extensions be done as the demand for potable water increases.

- Bulk storage reservoirs

eMalahleni City have a number of bulk storage and distribution reservoirs interconnected by bulk distribution pipelines. According to current and predicted water demands additional storage capacity will be needed at certain points, and the pump system be upgraded at a cost of R1 200 000.00. At reservoir A, a 20Ml reservoir needs to be constructed at an estimated cost of R12 000 000.00 to cater for the developments in the Klarinet area.

The rising main from point B to point C needs to be replaced at a cost of approximately R1 200 000.00.

At reservoir B a new 30Ml reservoir needs to be constructed at a cost of approximately R15 000 000.00, as well as a new 10Ml reservoir at point E at a cost of approximately R8 000 000.00.

- Bulk water mains

Some portions of the system are more than 30 years old and require total replacement at a cost of approximately R20 000 000.00.

- Evaluation and upgrading of revenue meters

Meters to be installed and refurbished where required.

#### Extensions and upgrading of existing bulk sanitation infrastructure

- Sewage treatment works
  - ° Naauwpoort

The design capacity of the plant is currently being exceeded, and approximately R5 million is required to complete the upgrading and refurbishment of the plant which is currently underway.

° Riverview

The design capacity is currently being exceeded, and the plant needs to be upgraded to 17MI per day. The cost of upgrading and structural changes required will cost approximately R18 million. The refurbishment of the plant is currently underway.

## ° Ferrobank

This plant is over 50 years old and cannot meet the minimum effluent standards. A new plant is to be built at a cost of approximately R80 million.

° Klipspruit

The estimated future inflow to the plant will cause that it be upgraded from the current 10Ml per day to 30Ml per day at a cost of approximately R40 million.

Bulk outfall sewers

Extension of the main outfall line from Klarinet to Klipspruit and other miscellaneous upgrading of the existing system is estimated at R15 million.

### Satellite towns

- Phola and Ogies

The bulk water supply line from Mthunzi Vilakazi (Clewer) to Phola is currently refurbished at an estimated cost of R57 million, and the high-level pumpstation is being replaced at a cost of R60 million.

- Ga-Nala and Thubelihle

A new sewer treatment plant is in the planning stage, and the high-level pump system and reservoirs need to be replaced at an estimated cost of R12 000.00.

# Rietspruit

No new infrastructure required the existing to be refurbished as required.

# b) Electricity

To affect proper planning and budgeting on the electrical distribution network a joint meeting was convened between Council, ESKOM and a local professional service provider to assess and discuss the stability and reliability of the electrical distribution network in Emalahleni.

The triggers to this meeting was the exceeding (by 100%) of the allowed Nominal Maximum Demand from ESKOM at the Council's intake substations, continual expansions to the network and frequent interruptions in supply from both Council's and ESKOM's sides.

Different options were looked into to strengthen and increase the liability of supply from the source (ESKOM). To this end application must be made by Council to ESKOM to conduct feasibility studies, for which the following requests were made to ESKOM :

- Increase capacity at Doornpoort substation up to 60MVA.
- Increase capacity at KwaGuqa 132 substation up to 40 MVA.
- Establishment of new load centre substation of 80MVA.
- Establishment of a second feeder from Churchill to Buffer substation.

Quotations with estimated costs and lead times are awaited from ESKOM. The possibility of ringfeeding to the major substations within Council is being investigated internally.

One of the Council's major intake substations, namely Doornpoort substation is fed from ESKOM via two 132 Kv overhead lines which passes over unstable, undermined burning ground which poses a high risk to the supply of bulk electricity. ESKOM is in process of investigating possibilities of rerouting the overhead line.

In terms of the approved expected developments a projected additional required maximum demand of 37 MVA to cater for the developments to be fed from Doornpoort substation is required to be phased in over a period of five years.

The following were identified as being the most critical points needing urgent attention:

#### • Alternative supply to Model Park/Highveld Park development

The estimated power requirement for this development is 2MVA, which is currently facilitated by means of an underground H.T. cable. A 22 Kv line is being initiated with phase 1 being underway, with phase 2 needed to be completed urgently.

#### Supply to Paul Sauer substation (ringfeed facilitation)

The extensions of Reyno Ridge and Ben Fleur are being supplied by a spare radial feeder, which results in that in case of the cable being unserviceable, the areas are all affected until the cable has been repaired. An additional feeder is required from another substation to provide a stable supply, and this initiative is still in progress.

#### Supply to Jackaroopark and Clearwater estate

A new proposed development of approximately 600 residential stands which would require approximately 3 MVA, however the supply is being limited by a single 5MVA transformer which would require upgrading to 10MVA as well as high voltage cables.

# Supply to Riverview sewer treatment works, sewer pumpstations for Ferrobank and Naauwpoort

The supply to sewerage pumpstations to both Ferrobank and Naauwpoort are on radial supply, resulting in high risk of supply interruptions. Densification of the plots surrounding Riverview sewer treatment works results in overloading of the treatment works, and the power supply. Currently it is supplied from a 5 MVA transformer which needs to be upgrades to 10 MVA to handle the additional load.

#### Alternative supply to Bankenveld/Dam pumpstation

Bankenveld residential area, the dam pumpstation as well as the new proposed development in the dam area is fed from a single radial feeder which could be upgraded from the exchange of the redundant 5MVA transformers from upgraded transformers.

## • Fransville and Del Judor proper

The growing commercial node around Fruit & Veg City, Cashbuild and along Mandela Avenue requires upgrading of the network and mini substations as they are operating

#### Bulk supply to Seekoeiwater plots

under overload conditions.

The 11 kV network at Seekoeiwater Plots is currently on a radial supply and is being fed from Doornpoort substation. The network needs to be upgraded as it is supplied by means of mink conductors which can handle only a limited amount of load. There are currently numerous developments taking place within the area which raise the demand for electricity. The estimated costs for the upgrading is R2 000 000.00.

#### • Bulk supply to KwaGuqa Ext. 10

KwaGuqa extension 10 is currently being supplied with electricity from Ring Substation 3 next to the Kromdraai road. Supply to the area is currently not stable due to the 11 kV circuit breakers in the substation needing urgent replacement and the 11 Kv supply conductors needing replacing. During winter and rainy season the supply to consumers gets interrupted due to failure of the breakers or the supply conductors to rectify the situation will cost an estimated R3,000,000.00.

#### Bulk supply to Hlalanikahle extensions

The supply to Hlalanikahle extensions is distributed from the 132 kV substation in KwaGuqa. The electricity is supplied to the consumers in the area by means of bare mink conductors. During windy conditions the conductors touch against each other and cause short circuits which disrupt the electricity to the consumers. During rainy seasons the lightning strikes on the bare conductors cause power failures. The solution to the problem is to replace the bare conductors with insulated bundle conductors at an estimated cost of R2,000,000.00.

#### Bulk supply to KwaGuqa and Hlalanikahle extensions

The 132 kV substation which supplies electricity to the New Extensions is complimented by an alternative 22 kV overhead line, which runs from Buffer substation in Ferrobank to Ring Substation 5 in KwaGuqa Extension 15, 16, 17 (Vosman). Together they carry all the load for the new extension. The 132 kV substation is currently being normalized after a fire destroyed a transformer, 22kv breakers and a NEC transformer. An insurance claim was submitted by the electrical section, with the council's insurers and the finalization of the claim is being awaited so as to stabilize the electricity to the consumers.

The 22 kV overhead line from Ferrobank needs to be upgraded as it can only accommodate a limited amount of the load that is being consumed in the area. The copper cable that feeds the line from Buffer substation is currently also being vandalized by thieves on a fortnightly basis resulting in power outages. An amount of R3 000 000.00 is needed for the upgrade of the line so as the double its current carrying capacity.

#### Bulk supply between Doornpoort and Driehoek substation

The supply cables from Doornpoort substation to Driehoek substation are currently very aged and have been in operation for approximately 20 years. The life span of a XLPE cable is approximately 20 years as per the manufacturing standards. Driehoek substation is located behind the casino and supplies electricity to the businesses around the casino, the mall and residents in Ben Fleur, Tasbet Park, Duvha Park, Reyno Ridge extensions. The cables need to be replaced at an estimated cost of R5 000 000.00.

On annual basis capital mandate is being implemented to address both the backlogs, ageing, dilapidating and extension of services to communities within Emalahleni. Funds received from different funders or donors have conditions among them which they don't cater for maintenance of infrastructure. In accordance with the project life cycle it is estimated that the first year after implementation of project the maintenance is very nominal as being catered for under guarantee. However, a 25 % of the total project value need to be set aside to cater for the maintenance of infrastructure as when the years goes by the maintenance also increases proportionally.

It is thus clear that for efficient maintenance of infrastructure at least the minimum allowable percentage as per reliability centred maintenance principle should be made available over and above the budgets available for existing infrastructure. This figure should show a steady increase until the maximum allowable percentage where the infrastructure needs rehabilitation and/or total replacement is reached at the end of its lifespan.

#### • Maintenance Budget

In accordance with the Reliability Centered Maintenance principles, allowance for operations and maintenance budget should be based on the percentage of the total infrastructural value. This percentage is rated at the minimum of two and maximum of four of the whole infrastructural value.

Taking on board the total amount of infrastructure put on the ground for three years a reasonable margin of increase should be provided in order to optimally and efficiently carry out the maintenance function.

A holistic study of the distribution network and detailed flow analysis needs to be carried out to form a planning and budgeting framework for an Electricity Master Plan. A total electricity loss management study is also to be undertaken to identify and quantify the causes of loss and provide for action.

(Source: Municipal Water Services Master Plan)

# **SECTION F**

# **INSTITUTIONAL ANALYSIS**

# SWOT ANALYSIS ON MUNICIPALITY

# **Municipal Internal Environment**

Strengths	Weaknesses
Fully integrated institution with huge staff and	Relevant requisite skills and capacity still a
variety of experience	challenge
Most systems supporting operations are in	Full implementation of support systems not
place	yet realized
	Gender balance still a challenge
Good financial viability progress through	Billing system not yet at 100% as there are still
collection of service charges and other income	isolated problems around statements
sources.	
Structures and strategies for community	Not yet fully effective communication
participation in place	channels and poor reception of
	communication by community formations.
Collective vision and politically stable	Full complement of top management structure
environment	not appointed
	Not all stakeholders participate in the IDP
	structures created.

# **Municipal External Environment**

Opportunities	Threats
Established structures for participation with	The economic recession has led to an increase
stakeholders in development	in the unemployment rate which has a
	negative impact on the municipal collection
	rate.
Majority of residents is in youth stage and	Poor participation in youth development
there's potential for development	programmes, unemployment and the HIV
	pandemic
Economic development environment is	Insufficient skills to exploit existing
conducive in terms of nature , industrial and	opportunities

agricultural endowment	
Location of the Municipality has a high	Informal land invasions and undermined areas
potential for corridor developments and	not rehabilitated
economic activities	
	No government owned land in the eastern
	parts of eMalahleni City
	The high Eskom tariffs have a negative impact
	on the financial viability of the municipality.
	The massive industrial and mining activities
	taking place around Emalahleni have a
	negative impact on the environment & health
	of the inhabitants.

**Administrative Arrangements** 

Number of Posts as Per Organogram 1853

Number of Positions Filled 1360

Number of Positions Budgeted for: 1504



- Local Economic Development
- IDP and PMS
- Youth
- Communication and Community Participation
- Transversal unit
- Internal Audit
- Project Management Unit

The following departments are co-ordinated through the Office of the Municipal Manager from where the interface between the political and the administrative components of the municipality is facilitated.

#### Directorates

- 1. Directorate of Administration and Resource Management is responsible for:
  - Corporate Services
  - Human Resource Management
  - Legal Services
  - Information Communication Technology (ICT)
- 2. Directorate: Finance is responsible for:
  - Revenue Management
  - Expenditure Management
  - Asset Management
  - Supply Chain Management
- 3. Directorate: Development Planning is responsible for:
  - Housing
  - Spatial Planning
  - Environmental and Waste Management Services
  - Social Services
- 4. Directorate: Infrastructure and Basic Services is responsible for:
  - Electrical Services
  - Water and Waste Water Management
  - Roads and Stormwater
  - Building Control

- 5. Directorate: Public Safety is responsible for:
  - Traffic Control
  - Emergency and Disaster Management Services
  - Licensing Services
  - Public Transport
  - Security
  - Law Enforcement

The Municipality has arranged its structures to drive development and Service Delivery in the following manner:

STRUCTURE / POSITION	<b>ROLES / FUNCTION</b>	OTHER MEMBERS
Executive Mayor	Political co-ordination of the IDP and assessment of impact of implementation	<ul> <li>Municipal Manager</li> </ul>
Mayoral Committee	<ul> <li>Deal with political implementation of IDP.</li> <li>Ensures developmental business plans and budgets.</li> <li>Deal with day-to-day political inputs to IDP process</li> </ul>	<ul> <li>Municipal Manager</li> <li>IDP Manager</li> <li>Officials</li> </ul>
Municipal Council	<ul> <li>Approve the IDP</li> <li>Monitor its implementation</li> <li>Monitor Service Delivery Plan of municipality</li> </ul>	<ul> <li>All elected members</li> <li>Municipal Manager</li> <li>Directors</li> <li>Chief Financial Officer</li> <li>Ward Committee</li> </ul>
Council Committees	Input on planning process, programme and project identification	<ul> <li>Municipal Manager</li> <li>Directors</li> <li>IDP Manager</li> </ul>
Ward Committees	<ul> <li>Input on needs prioritization and project designs</li> <li>Monitor projects at delivery in their localities</li> <li>Liaise with members on quality of the work</li> </ul>	Community Development Workers     Executive Mayor (Chair)
אטו kepresentative Forum	Take community inputs	<ul> <li>Executive Wayor (Chair)</li> </ul>

# Institutional arrangements for IDP-driven development and service delivery

STRUCTURE / POSITION	ROLES / FUNCTION	OTHER MEMBERS
	into planning process	<ul> <li>Councillors and stakeholders</li> </ul>
Municipal Manager	<ul> <li>Strategic and senior operational responsibility of total IDP process</li> <li>Facilitate the compilation of IDP document</li> <li>Develop and manage organizational Performance Management System</li> <li>Ensure communication of results</li> <li>Links PMS result to the Annual Report</li> </ul>	<ul> <li>Senior Management</li> <li>IDP Steering Committee</li> <li>IDP Manager</li> </ul>
IDP Technical Committee	<ul> <li>Manage implementation programme</li> <li>Performance Management</li> <li>Co-ordination of roll out of programme</li> <li>Monitoring programme expenditure against budget</li> </ul>	<ul> <li>Municipal Manager (Chair)</li> <li>Chief Financial Officer</li> <li>IDP Manager</li> <li>Directors</li> <li>PMU Manager</li> </ul>
IDP Work Groups	<ul> <li>Brainstormers around improvements methodologies.</li> <li>Input on each phase of the IDP.</li> <li>Experts in various functions</li> </ul>	<ul> <li>IDP Manager (Chair)</li> <li>Line managers</li> </ul>

The total number of staff in service of the Emalahleni Local Municipality is 1349. This staff complement represents the Council's delivery machinery designed to meet the Constitutional mandate of Emalahleni Local Municipality. These employees carry with them various technical and administrative competencies/skills that would enable Emalahleni to provide effective, efficient, and sustainable service in line with Batho Pele Principles.

There is an interface between the political and the administrative parts of the municipality through the Mayor's, Speaker's and the Municipal Manager's Offices. This dynamic interface

ensures that there is a flow of information and co-operation in driving the municipality towards the same direction and goals.

#### **Performance Management**

The Emalahleni Municipality, in terms of its Service Delivery Programme, commits itself to report to the community six times per annum on the performance of the organisation, and this is being done by way of the Service Delivery Budget Implementation Plan. An IDP Implementation Monitoring Tool is being developed to support this objective.

In the quest of improving organizational administration effectiveness, efficiency and organisational performance, the Municipal Manager and Managers reporting directly to him enter into performance agreements as prescribed by Section 57 of the Systems Act as amended. These Performance Contracts, the Service Delivery and Budget Implementation Plans, and the half-yearly Municipal Assessment Report act as tools for overall performance evaluation. The Executive Mayor evaluates the performance agreement of the Municipal Manager, and the Municipal Manager monitors and evaluates the performance agreements of Section 57 employees.

The Balanced Scorecard is the adopted Performance Management Model of the Emalahleni Municipality.

#### **Employment Equity and Skills Development**

The Municipality has Human Resource Policies that are in line with Employment Equity and Skills Development legislation. These include a Recruitment Policy, Human Resource Development Strategy and Training Policy.

#### **Municipal Financial Viability**

The Emalahleni Municipality had an overdraft bank balance of R444,479 as at 30 June 2002 and the financial statements were submitted 8 months after year end. At that stage the average payment rate was 81,2% for the 2001/2002 financial year. Control accounts were also not reconciled on a monthly basis. Since then the municipality launched an extensive initiative to improve its financial viability, and the following is a brief summary of achievements in this regard:

- Submission of financial statements improved from 8 months after year-end to 2 months after year-end (since 2003/2004).
- The ratio of Assets to Loans was 96% that did not offer Council the opportunity to obtain loans. Since 2001/2002 it improved to 1072% (10 times the value of assets to the value of loans) as at 30 June 2008, which improved Council's prospects of obtaining loans significantly.
- Council improved its cost coverage from 0% to 6,72% times of fixed monthly expenditure, as at 30 June 2008. This is meant to reduce risks from external sources for e.g. strikes, payment boycotts, etc.
- Council received unqualified audit reports from 2001 up to 2009.
- Implemented new asset register in line with the latest GAMAP/GRAP Standards for e.g. accounting for depreciation, lifespan of the assets, etc.
- Implementation of the following policies and by-laws was initiated:
  - * Accounting & Financial
  - * Books of Account
  - * Tariff Policy
  - * Credit Control and Debt Collection Policy
  - * Credit Control & Debt Collection By-Laws
  - * Tariff by-laws
- Average payment rate for Emalahleni Local Municipality increased from 81,2% in 2002 to 84,15% in 2009 (as at 31 January 2009).
- Implementation of Credit Control and Indigent Policy.
- Implementation of a normalization process on electricity meters (illegal connections) to reduce electricity losses.
- Council's ability to acquire loans and loans at lower interest rates without collateral security was enhanced by way of a range of measures implemented.
- Integration of eMalahleni, Ga-Nala and Ogies entities into one financial system, (as from 1 July 2001).
- Subsidising the indigents from ±4,000 residents to 10 377 as at 31 January 2009.
- Outstanding debtors have decreased from R364 million in 2003 to R254 million in 2006, to R297 million in June 2007 and increased to R387 million in January 2009.
- Council implemented the Budget Reform Process in line with the Municipal Finance Management Act, No. 56 of 2003.
### **SECTION G:**

### LOCAL GOVERNMENT KEY PERFORMANCE AREAS

### VS.

### **MUNICIPAL PRIORITY ISSUES, OBJECTIVES, & STRATEGIES**

### Issue 1: Organizational Development & Transformation (Local Government KPA: Institutional Development & Transformation)

### **Problem Statement:**

- The following problem areas still need attention in the Emalahleni Municipality as far as Organisational Restructuring and Transformation is concerned:
- Poor retention of skilled staff
- The Municipality has satellite offices that are not linked to the main office.
- Lack of financial management skills for non-financial personnel, as well as managing personal finances.
- Non-compliance to the Occupational Health & Safety legislation.
- Limited maintenance of the Municipal Building and Municipal Fleet.
- Sub-standard customer care.
- No Service Charter.
- There is need for a proper Management Information System and Geographic Information System to be put in place in order to improve access to information.
- Non-Cascading PMS to all employee levels.
- Unfair representation of gender and persons with disabilities at top management.
- Limited implementation of Youth Development Strategy Resolutions in the municipal area.
- The Municipality does not have a contract Management System.
- Lack of training on Municipal Policies.
- Limited implementation of the Employee Assistance Programme.
- Insurance Claims not processed properly and timeously

### **Objectives:**

- To capacitate 50 technical employees.
- To connect the satellite offices to the main office.
- To renovate all municipal buildings to ensure that Municipal facilities are accessible (main offices and satellite offices at Ogies and Phola).
- To develop a Service Charter
- To improve the functionality of the Emalahleni website to comply with the minimum requirements in section 75 of the Municipal Finance Management Act.
- To ensure efficient fleet management.
- To establish a proper organisational culture among all employees of the municipality.
- To cascade Performance Management to all employee levels in order to enhance service delivery.

### Strategic Focus Issues for 2010/11

- Training of Staff
- Retention of Staff
- Fleet Management

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Objective         Projects/Actions         Budget         Start Target         End Target         Responsible         Performance           Indicator         Indicator         Indicator         Indicator         Indicator	To Capacitate     All staff in the     R50 000     July 2010     June 2011     HOD: HR     Number of staff trained       the Insurance     insurance unit.     Insurance unit.     Insurance     Insurance     Insurance

# 2010/11 UNFUNDED PRIORITY PROJECTS

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	erformance ndicator	teduction in the number of erminations	Number of staff inducted	imeous Completion of Project
	Responsible P	HOD : HR	HOD: HR	Unit manager: Ga-Nala
ITION OF STAFF	End Target	June 2011	June 2011	Dec. 2010
ilC ISSUE 2: RETEN	Start Target	July 2010	July 2010	July 2010
STRATEG	Budget	None	None	R1,5million
	Projects/Actions	<ul> <li>Develop 3 intervention strategies</li> <li>Workshop Line Supervisors on intervention strategies developed</li> </ul>	<ul> <li>Implementation of an induction programme to create a conducive envirionent for all staff</li> </ul>	• Renovation & Securing Rietspruit Office
	Objective	To fast-track the implementation of the retension strategy	To induct all employees on an annual basis	To create a conducive work environment by proper working space

		STRATEGI	C ISSUE 3: FLEET	MANAGEMENT		
Objective	Projects/Actions	Budget	Start Target	End Target	Responsible	Performance Indicator
To provide 80%	Procure		July 2010	June 2011	SH: Fleet	80% Fleet availability
fleet availability	replacement				Management	<ul> <li>Number of new vehicles</li> </ul>
through training and maintenance	vehicles					bought
planning	<ul> <li>Develop on-job</li> </ul>					
	training		July 2010	Sept 2010		<ul> <li>Number of beneficiaries</li> </ul>
	programmes for					trained
	Fleet					
	<ul> <li>Develop Manual</li> </ul>					<ul> <li>Approved Maintenance</li> </ul>
	on Maintenance		July 2010	Sept 2010		Plan by the Director :
	Plan					ARM
	<ul> <li>Outsource Fleet</li> </ul>					Agreement Signed with
	Management		July 2010	June 2011		service Provider
To secure	<ul> <li>Palisade Fencing:</li> </ul>	R1 500 000	July2010	Dec. 2010		Prompt completion of
Municipal	Ga-Nala					Project.
Premises and						
Municipal Fleet						

### Issue 2: Financial Viability

### KPA 2: (Financial Management & Viability)

### **Problem Statement**

- The municipality cannot meet its total obligations due to the low collection rates in different areas, which are below the expected payment rates.
- Capacity Constraints within the Supply Chain Unit
- The available budget cannot meet community needs as expected.
- Some allocated functions do not have an allocated budget.
- Regular over expenditure in some votes.
- The budget process is not consultative.
- Late Payment of trade creditors.

### Objectives

- To improve the supply cut-off services in order to encourage the payment rate
- To restrict consumption levels of Indigents.
- To implement an incentive system to debt collection staff that meet the target collection rate.
- To decrease expenditure to the total amount of revenue realised.
- To ensure that the 3rd party payments are paid on or before the 7th of each month.
- Prompt Payment of monthly trade creditors within 30 days on receipt of all necessary documentation (approved requisition, order, GRM, invoice, statements, and reconciliation of creditor).
- Assess the over-expenditure to determine the source to inform the budget process.

### Strategies

- Improvement of cut-off actions
- To control meter installations
- Indigent Subsidies
- Approve Bad Debt Policy
- Restructuring of Debt Collection Section
- To have an updated and reliable Asset Register
- Reliable Suppliers Database
- Reliable, updated and sufficient Stores Department

### 2010/11 PROJECTS

Objective	Project Name	КРІ	Project Cost	Responsibility
To have reliable	Updating supplier's	75% - 100% use	0	Finance – SCM
supplier's database	database	thereof by		
		September 2010		
Rotational use of		Correct	0	Finance – SCM
supplier's database		commodity/		
		Service category		
		listing		
		Frequent request		
		for proposals and		
		quotations		
		received from		
		different suppliers		
To have reliable	Effective stores	Minimum and	0	Finance – SCM
updated and	management	maximum re-order		
sufficient stores		stock level kept at		
department		all times		
		Keeping and		
		updating		
		departmental		
		purchase plans on		
		a regular basis		
		Doing stock taking		
		twice a year that		
		balances with		
		stock levels at all		
		times		
Improved consumer	Monitoring of cut-	Daily / monthly	1,200,000	Finance – Revenue
payment rate	off actions	evaluation		

	Control of meter	All meters to be	0	Finance –
	installations	purchased by		Revenue
		Stores		
		Meter	0	Finance –
		installations to be		Revenue
		co-signed by		
		Head: Revenue		
		Management /		
		Sectional Head -		
		Billing		
		Sectional Head	0	Finance –
		Billing to be part		Revenue
		of Bid		
		Specification		
		Committee for all		
		new		
		developments and		
		meter installations		
Restrict	Indigent subsidies	Approval	39,000,000	Finance –
consumption levels		throughout the		Revenue and
of indigents		year		DDP (Welfare)
Improved Debt	Approval of Bad	Compilation of	0	Finance –
Collection	Debt Policy	Bad Debt Policy		Revenue and
				Council
Implement	Restructuring of	Implement	2,000,000	Finance –
incentive system to	Debt Collection	incentive based		Revenue, MM
meet target	Section	remuneration		and Council
collection rate				
Improved payment	Quarterly reports	Monitoring of	0	Speaker, MM
rate (wards)	to Ward	payment rates in		and All Directors
	Councillors	wards		
	(Payment rate)			

### Capital Projects for the Department of Finance

Project Name	Project Cost
Office renovation (Old toilets)	150,000
Renovation Office Ga-Nala	70,000
Passenger motor vehicle	150,000
Purchase of the LDV	120,000
Office Renovation (Ground Floor)	1,000,000
Air-conditioned (Ground Floor)	270,000
TOTAL	1,760,000

### Issue 3: Good Governance & Communication KPA: Democracy & Good Governance

### **PROBLEM STATEMENT**

Poor implementation of the Municipal Programs and Projects due to lack of monitoring systems and;

The lack of a Communication Strategy/Policy, which promotes a culture of community participation, provides mechanisms, processes and procedures for community participation, and ensures a proper and transparent flow of information between Council and the community.

### OBJECTIVES

- To enhance internal & external Information sharing as well as overall communication channels.
- To encourage effective Participation by Ward Committees & Communities.
- To promote holistic development by ensuring that all key sector departments participate in Municipal Development Processes.

### **STRATEGIES & PROJECTS**

OBJECTIVE	STRATEGY	PROJECT	КРІ	TARGET	PROJECT COST
To ensure that	Full	Review of a	Adopted	July 2010	None
proper systems	Implementation	Performance	Reviewed		
are in place to	of a	Management	Performance		
enable the	Performance	Framework	Management		
organization to	management		System		
function	System	Quartely Reports	Resolution on	1 st month	None
properly		on Performance	Quarterly	of each	
		Management	Reports	quarter	
		Work-plans &			
		SDBIPs			

### STARTEGIC FOCAL ISSUE 1: PERFORMANCE MANAGEMENT

### STRATEGIC FOCAL ISSUE 2: COMMUNICATION

OBJECTIVE	STRATEGY	PROJECT	КРІ	TARGET	PROJECT COST
		Finalization of a	Adopted		
To enhance	Effective	Communication	Communication	June 2010	R10 000
internal &	communication	Strategy	Strategy		
External	and effective	Development of a	Newsletter:		

Information	information	Quarterly	Quarterly	February	R50 000
sharing	sharing with all	Municipal		2010	
&	stakeholders	Newsletter			
Communication					
		Continuous News	Operational		
		feed onto the	&	Monthly	None
		Municipal	Updated		
		Website	Website		
		Launching of	Record of all		
		Municipal Toll-	enquiries	June 2010	R200 000
		Free Number for	emanating		
		Community	from the Toll-		
		Queries	Free Line		
		Publishing of the	Annual Events	June 2010	R100 000
		Events calendar	calendar		
		Conduct Survey	Report on the	Sept. 2010	R1 000 000
		on the Status of	Outcomes of		
		the Municipality	survey to		
			include:		
			Demographics,		
			Customer		
			satisfaction		
			levels and		
			Service Delivery		
			Back-logs		

### STRATEGIC FOCAL ISSUE 3: COMMUNITY PARTICIPATION

OBJECTIVE	STRATEGY	PROJECT	КРІ	TARGET	PROJECT COST
To Encourage	Full	Finalization of the	Adopted Policy	April 2010	None
effective	Functionality of	Policy on Ward	on Ward		
Participation by	all Ward	Committees	Committees		
Ward	Committees	Development of	Adopted Work-	May 2010	None
Committees	and effective	the Municipal	plan		
&	support to	Ward			
Communities	Ward	Committees			
	Councillors	Work-plan			
	Full	Implementation	Quarterly	July 2010	R2 500 000
	Functionality of	of the Municipal	report on		
	all Ward	Ward	Functional		
	Committees	Committees			
	and effective	Work Plan			
	support to				
	Ward				
	Councillors				

OBJECTIVE	STRATEGY	PROJECT	КРІ	TARGET	PROJECT COST
To promote holistic development by ensuring that all key sector departments	Alignment of the Government Key Strategic Documents Review &	Participation in the review of the Province's Medium Term Strategic Framework	Inputs into the MTSF	Ongoing	R2 500
participate in Municipal Development		Alignment of the IDP with the Development Plans of other Sector Departments	Record of Meetings with Sector Departments	March 2010	None

### STRATEGIC FOCAL ISSUE 4: INTERGOVERNMENTAL RELATIONS

### **Internal Auditing**

### **Problem Statement: Audit Committee and Internal Audit**

The following strategic issues were identified with respect to the Audit Committee and Internal Audit:

- The Audit Committee did not function continuously throughout the last audited financial year.
- The Audit Committee did not substantially fulfill its responsibilities during the last audited financial year according to section 166(2) of the MFMA.
- The internal audit function did not operate in terms of an approved internal audit plan.
- The internal audit function did not substantially fulfill its responsibilities according to section 165(2) of the MFMA.

### **OBJECTIVES:**

The following strategic objectives have been identified:

- To improve the participation of Emalahleni municipality in the Nkangala District Audit Committee by facilitating meetings between management and the Audit Committee.
- To secure a schedule of all meetings of the Nkangala Audit Committee so as to participate meaningfully in them.

- To serve quarterly reports to the Nkangala Audit Committee through the internal audit function, and in the ensuing meetings between management and the Nkangala Audit Committee fulfil responsibilities as enshrined in sec 166(2) of the MFMA.
- To make sure that eMalahleni municipality undertakes an Enterprise-wide Risk Assessment exercise, adopts a Risk Management Policy and maintains a Risk Register.
- To ensure that Internal Audit receives the Risk Assessment Report so that a proper Internal Audit Plan and Work programme are compiled.
- To ensure that Internal Audit function works according to the approved Audit Plan and submits reports to management and the Nkangala Audit Committee.
- To facilitate and improve the reporting responsibilities of Internal Audit to the Municipal Manager, management and the Nkangala Audit Committee so as to comply with section 165(2) of the MFMA.

### STRATEGIES:

- To co-source the Internal Audit function in order to facilitate skills transfer and capacity building.
- To employ internal auditors in the section.
- To build structures that will facilitate the smooth co-operation of the internal audit function, management and the audit committee in the form of regular and established meetings, reporting formats and reporting to Council.
- To equip the internal audit function with technology in the form of internal audit software so as to make reporting consistent with all local government internal audit stakeholders.

OBJECTIVE	STRATEGY	PROJECT	TARGET	PROJECT COST
To enable the professional undertaking of Audit projects in line with the Auditor General requirements and IIA standards	To use software based audit working papers.	To acquire the Teammate audit software and training of staff.	2010/11	R70 000.
To achieve the data analysis of financial information in line with the requirements of the MFMA.	To use server based data- mining software in all key departments.	To acquire the ACL software for data mining and training of personnel in all 5 directorates.	2010/11	R450 000
To undertake the audit of performance information	To acquire the services of a performance audit professionals.	To acquire the services of 3 rd party performance audit firms to undertake the audit of Council performance information.	2010/11	R600 000
To upgrade and transfer skills to the internal audit staff so that they perform their tasks efficiently and effectively.	To co-source the internal audit function with an established internal audit service provider.	To acquire the services of an internal audit service provider for co-sourcing purposes for at least 3 years.	2010/11	R3 000 000
To recruit 3 internal auditors: 1 senior, 2 internal auditors	To be able to address internal audit issues in Ogies, GaNala, Wilge and Rietspruit which are currently neglected.	HR recruitment policies	2010/11	As per salary agreement.

### PROSPECTIVE UNFUNDED PROJECTS: INTERNAL AUDIT

### **Issue 4: Town Planning & Land Use Management KPA: Infrastructure Service Delivery**

### **Problem Statement**

- The Housing Backlogs impact negatively on Town Planning Development Priorities.
- Poor Balancing of Development needs with Bulk Supply.
- Poor regulation of Land Usage due to capacity constraints
- Undermining and awarding mining rights impacts on the layout plan of the urban areas
- Capacity within the Town Planning Unit impact negatively on Land Use Management control system
- Fragmented Housing Development

### OBJECTIVES

- To ensure that infra-structural development and Town Planning are aligned. (Bulk Services Supply).
- To implement the Emalahleni Land Use Management Scheme.
- To Undertake Geotechnical Studies for potential residential land.
- To establish a GIS Unit.
- To encourage urbanization by creating a compact city form.
- To create integrated & sustainable settlements.

### STRATEGIES

- Encouragement of urbanization by creating a compact city form.
- Creation of integrated & sustainable settlements.
- Finalise the compilation of Land Use Management Scheme within the coming financial year.
- Initiate processes to investigate identified pieces of land in terms of how to develop them taking into account the underlining Geotechnical conditions.

- Develop land to integrate the disintegrated communities including the possibility of bringing low and middle income earners in the current high income areas and/or taking high income earners to middle and low income earners.
- Initiate a process of digitising current manual information databases. This could also be done in conjunction with strategy under bullet 2 above.
- To continue planning in respect of the integrated Human Settlement Project in the Klarinet and the Pine Ridge areas.

### PRIORITY UNFUNDED PROJECTS: Land Use Management:

Project Name	КРІ	Project Cost
Survey and sub-division of 5	Properties sub-divided	R60 000.00
properties		

### **SPATIAL PLANNING**

Project Name	КРІ	Project Cost	Location
Densification Die Heuwel X 6	Densification – Die Heuwel X 6	R350 000.00	Ward 20
Densification Reyno Ridge X 9	Densification – Ryno Ridge X 9	R350 000.00	Ward 18
Densification of Erf 1478	Densification – Erf 1478	R350 000.00	Ward 2 & 4
Hlalanikhale X 2	Hlalanikahle		
Geographic Information System (GIS)	Asset register compiled (GIS)	R4 500 000.00	Emalahleni
			All wards

### Issue 5: Social Development KPA: Socio-Economic Development

### **Problem Statement**

- Unemployment leading to poverty & crime.
- Break down of family bonds
- Abuse of vulnerable groups (Women, Children, the aged & the Disabled)
- Gender Inequality
- Prevalence of HIV
- Lack of Recreational Facilities
- Lack of Advocacy and campaigns within the municipality
- Lak of accessibility of municipal facilities to the Disabled
- Lack of Policies in the Transversal Unit.
- Lack of Acre Centres for victims of abuse: children, women, men, & orphans.
- Shortage of Early Childhood Centres

### Background:

The National Health Department introduced the HIV/AIDS and STI National Strategic Plan 2007-2011 which is based upon a set of key Guiding Principles, which are:

- Supportive Leadership.
- Effective Communication.
- Effective Partnership including involvement of people living with HIV/AIDS.
- Sustainable programmes and funding.

The primary aims of the National Strategic Plan are to:

- Reduce the rate of the new HIV infections by 50% by 2011.
- Reduce the impact of HIV/AIDS on individuals, families, communities by expanding access to appropriate treatment, care, and support to 80% to all HIV-positive people and their families by 2011.

The interventions to reach the National Strategic Plan's goals are:

- Prevention.
- Treatment, care, and support.
- Research.
- Human rights and access to justice.

All the above-mentioned issues are taken into consideration when compiling IDP and implementing comprehensive health care services in Clinics

HIV/AIDS poses a serious threat to the municipal workforce and the community at large. According to the Provincial HIV and Syphilis prevalence survey conducted by the Department of Health and Social Services in 2006/2007. EMalahleni prevalence rate has increased from 28, 3 % in 2006 to 34, 9% in 2007. The extent of the problem calls for comprehensive response that realise that HIV/AIDS is now an escapable fact of life.

This problem impacts negatively on municipal workforce by increasing municipal costs due to high rates of absenteeism, sick leave, rising cost of health insurance and funeral benefits, lowered productivity, recruitment and training new staff.

eMalahleni is also considered a high transmission area with particular high incidence rate of STI and HIV/AIDS. This area is associated with high-risk groups such as commercial sex workers, their clients, truck drivers, migrant miner workers, youth in school and out of school.

Gender relations within society add to the scourge of HIV/AIDS spread, as women are usually not in a position to negotiate for protected sex, as they depend on abusive relationship for their economic survival.

Apart from being vulnerable to infections from their partners, women are general expected to care for AIDS client who has not divulge their status placing them at risk of being infected and affected.

Elderly women also carry the responsibility of caring for orphans left behind by parents. The increase in the number of orphans, vulnerable children, and child headed households due to HIV/AIDS bring about social problems such as increase of sex workers, street children, human trafficking, and poverty.

The misuse of illicit drugs among young people has become a risk factor contributing to the spread of HIV/AIDS.

There is high rate of unemployment and poverty; most households have one person who is a breadwinner for the entire family, thus the increase of the indigents in the community who needs to be assisted to access municipal services in terms of the policy on free basic services.

Furthermore the need to protect the elderly, people living with disabilities, children, people infected and affected by HIV/AIDS is a huge responsibility for all spheres of government.

### **Objectives:**

- To implement the local HIV/AIDS Strategic Plan.
- To provide Comprehensive Primary Health Care.
- To create a social security network for the most vulnerable population sectors in Emalahleni.
- Establishment of rehabilitation centres.
- Convert all public facilities to become more accessible to the disabled.
- Development of Municipal Policies on HIV, Social Development etc.
- Strtehngthen relations with Government Department in order to collectively deal woth social issues e.g. the homeless, the aged and victims of abuse

### **Strategies & Projects**

### **PRIORITY UNFUNDED PROJECTS:** Transversal Services

Objective	Implementation Strategies	Key Performance	Budget
		Targets/Indicators	
To ensure that	The establishment of a	Established Children's/Advisory	
children's issues	children/Advisory committee	committee with terms of reference	R550 000
including those	that will oversee that all issues	and plan of action	
heading and	pertaining to children are		
children heading	adequately considered.	Two children's sitting/summits a	
households, as well		year to ensure children's voices	
as abused provided	Convene children's sitting twice	inform the plans	
are provided with	a year to ensure feedback as		
the necessary care	reflected by children		
and support.			
To ensure effective	Establishment of a coordinating	Established ELM HIV and AIDS	
implementation of	structure	Coordination and coordinating	R500 000
ELM HIV and AIDS		structure	
strategic framework			
and	Annual implementation plan		
implementation	development aligned to annual		
plan	expenditure plan		
To train			
stakeholders and			
role-players on the			
programme			
Develop Polices on	Management Consultative	Finalized and adopted Transversal	December 2009
Women's	forum and council presentation	Unit structure	R450 000.00

Empowerment and	on proposed structure		
Gender, Disability		Finalized and Adopted policies	
Elderly neonle	Workshops that will serve as		
(Senior Citizens)	Outreach Awareness raising	Transversal Committee (workplace	
and children to	information forums for	and community canacity-building	
guide	gathering input on these	and Training on mainstreaming	
guiue	policios with local CPO's NCO's	Transversal Issues Development of	
programmatic		Transversal samias plan of	
interventions	FBO S	a transversal services plan of	
To build and	An outreach Programme for	Established multi-sectoral civil	
coordinate sectoral	Establishment on multi sectoral	society Transversal Coordinating	R450 000 .00
institutional	civil society Transversal	Committee	
support structures	Committee		
and mechanisms to		Training on Mainstreaming	
effect cooperation		Transversal Issues for the multi-	
and accountability		sectoral civil society forum.	
among all NGO's			
CBO's and FBO's on		Established structure with clear	
Transversal Issues		terms of reference	
		Development of Plan of action and	
		Performance areas.	
To establish a skill's	Identify Sexworkers with a	A well-established women's	
based intensive	potential for rehabilitation.	information sharing platform that	R500 000
Training for 120	women with disabilities.	will enhance that will enhance	
women in	Women in rural and farms in	women's participation across all	
consultation with	FLM as well as those informal	level's selection workshops and	
community	settlements for a skills-based	identify group of participants in the	
structures to ensure	entrepreneurial cooperative	nilot and material for programme	
that women	driven by the women's	popularization and launch skills	
nosition themselves	development imperative	audit and commencement of	
for the 2010	development imperative.	training on identified skills	
		training on identified skins.	
economic			
opportunities and			
beyond			
To conduct	Community Outreach education	vveil attended community	D 4 50 000
Community and	Programmes that covers	seminars/seminars/workshops with	R450 000
Outreach	Empowerment legislation on	reports areas for improvement in	
Programmes on	Disability and an audit of	all areas serviced by the	
Disability	facilities and services for	municipality	
	accessibility of people		
	disabilities.	Final and consolidated report and	
		Summit	
	Convene a summit with people		
	with disabilities for		
	identification of their specific		
	issues for inclusion in broader		
	ELM		

To enhance active involvement and participation of strategic municipality directorates and continue to shape and strengthen efforts targeted at mainstream	Capacity-building workshops with LED,HR,Youth and IDP to develop specific areas of mainstreaming and collectively plan concretize performance indicators Monitoring and evaluation plan for and input into future plans	Well attended and documented process for shaping and informing the integration of Transversal programmes in all these Directorates' interventions(Induction, recruitment and selection, accelerated training, compliance, media and profiling) Development of Plan of Action for implementation of recommendations Workshops and major consolidation forum to inform the mainstreaming agenda with each directorate respective roles and responsibilities	Nil
To ensure that children's issues including those children heading households, as well as abused provided are provided with the necessary care and support.	The establishment of a children/Advisory committee that will oversee that all issues pertaining to children are adequately considered. Convene children's sitting twice a year to ensure feedback as reflected by children	Established Children's/Advisory committee with terms of reference and plan of action Two children's sitting/summits a year to ensure children's voices inform the plans	R550 000
Refurbishment of a Disability Children's Centre	To protect the Disabled children and to provide a disability educational / stimulation centre	600 children accommodated at the established centre – Ext 10,	R3 000 000

# PRIORITY UNFUNDED PROJECTS: SOCIAL DEVELOPMENT

Project Name	KPI	Project Cost	Location
Compilation of Social Development	Policy developed and submitted	R500 000.00	Emalahleni
Policy	to Council		All wards

## Issue 6: Education and Skills Training KPA: Socio-economic Development

### **Problem Statement**

- High schools do not produce the type of skills needed by the industry.
- Sports and Recreation facilities are required around the schools.
- There is a lack of accredited tertiary training institutions.
- There is need for a bursary scheme funded by the municipality to send students for training in Financial Management, Engineering and Technicians, and Personnel Management.
- Lack of no-fee schools to support the poor.
- Farm learners lack proper transport and infrastructure at schools.
- All disabilities are to be addressed as part of Skills Training.

### Objectives

- To formulate an Education and Skills Training Strategy for the Emalahleni Municipality which is in line with the Emalahleni LED Strategy and to ensure that this strategy at least address the following matters:
- the involvement of the Department of Labour and the 21 SETAS as well as the ABET programmes of the Department of Education;
- the involvement of the private sector eg. the utilisation of training facilities at Highveld Steel.

### Strategy

The Emalahleni Municipality will convene a Skills Summit with all stakeholders referred to above in order to work out a plan of action aimed at ensuring that appropriate skills training programmes are implemented in the municipality. The possibility of involving tertiary training institutions from both the public and private sector to participate in this initiative will also be investigated.

The municipality will also stage an annual Career Expo for local school children to highlight the career opportunities specific to the Emalahleni Municipality.

### PRIORITY UNFUNDED PROJECTS:

- Arrange and host a Skills Summit for the Emalahleni community and facilitate the formulation of a Skills Development Training Strategy for the Emalahleni Municipal Area;
- Formulate common approach/policy towards internships within the municipality (5 Directorates).

### DEPARTMENT OF EDUCATION 2010/2011 – 2011/2012 FINANCIAL YEAR PROJECTS

Project Name	Project	Project	Implementing	Funding	Budget Spent	
	Location	Description	Agent	Source	20102011	
FENCES						
Makause Combined	Tweefontein	Additional Facilities: Fences.	DPWR&T	Conditional grant	950	
Amandla Primary	Albion	Additional Facilities: Fences.	DPWR&T	Conditional grant	950	
		SPECIAL SC	HOOLS			
Thanduxolo	Witbank	Upgrading of schools for learners with special needs	DPWR&T	Conditional grant	1,034	
WH De Klerk	Witbank	Upgrading of schools for learners with special needs	DPWR&T	Conditional grant	1,095	
		STORM DAI	MAGES			
Mehlwana Secondary	Phola	Rehabilitation of storm-damaged Schools: Repair / replace roofs	DPWR&T	Equitable share	2,400	
MENTANANCE PROGRAMME						
Mehlwana Secondary	Phola	Recurrent maintenance of current structures	DPWR&T	Equitable share	2,400	
TP Sililo Secondary	Tasbetpark	Recurrent maintenance of current structures	DPWR&T	Equitable share	2,400	

Kopanang Secondary		Recurrent maintenance of current structures	DPWR&T	Equitable share	2,400
COMPUTER CENTRES					
Besilindile Primary	Ext 4 Kwaguqa	Construction of computer centre	DPWR&T	Conditional grant	700

### **Issue 7: Culture, Libraries, Sport & Recreation KPA: Socio-Economic Development**

### **Problem Statement**

- Inadequate Arts and Cultural Facilities
- Poor Marketing of the Cultural Centre
- Poor maintenance of the existing facilities
- Shortage of Library Facilities
- High book losses in existing libraries
- Lack of Sports facilities that are at par with international standards

### Objectives

- To develop and promote Arts and Culture programme in the Emalahleni Municipality.
- To lobby for funding to create a platform for Artists to create and show-case their work as a form of sustainable job creation.
- To promote literacy in Emalahleni through libraries.
- Improve safety and security for library books.
- Promote internet access to all users of library services.
- To create a conducive environment for holistic sports development.
- To upgrade existing facilities and develop new sites.
- To upgrade the Emalahleni rugby stadium to meet international standards.
- To align and link the sporting programmes with other municipal programmes.
- To establish a sporting academy

### Strategies:

### **Culture, Libraries, Sports & Recreation**

- To train and develop groups and individuals in Theatre and Visual Arts.
- Contact business to secure funds for the sustainable theatre productions.
- Formulate partnerships with other cultural institutions across the country for workshops and displaying of our local productions.
- To instigate and encourage best business practice harnessed by good service for client retention, and revenue generation at the cultural centre.
- To encourage business to invest in cultural activities in the city.
- Thereafter design and implement intervention programmes to address the problems in the cultural sphere.
- To investigate and facilitate the renovation of facilities left behind by Eskom at Ga-Nala.
- Promote book days, readers competition displays.
- Manage losses of library books.

- Design effective and efficient programmes for Library services for different users. Install computers with internet access in all the libraries
- Participate in, and facilitate Sports and Recreation Programmes presented by the Mpumalanga Department of Sports, Recreation, Arts, and Culture.
- Develop netball and initiate netball leagues.
- Develop a partnership with private sector to solicit funds for netball development.

### PRIORITY UNFUNDED PROJECTS

### **CULTURAL CENTRE:**

Project Name	КРІ	Project Cost	Location
Upgrade technical equipment in the	Upgraded Technical Equipment:	R1 500 000.00	Ward 20
Cultural Centre	Lighting, sound and decor bars		
Training & Development of Artists	Number of Artists trained	R300 000.00	All Wards

### **SPORT AND RECREATION:**

Project Name	КРІ	Project Cost	Location
Upgrade Sy-Mthimunye, to FIFA	Upgraded Sy Mthimunye	R23 900 000.00	Ward 10
standards.			
Establishment of a Sports Academy	Sports Academy	R50 000 000.00	Location to
			be
			established

### **RESORT:**

Project Name	КРІ	Project Cost	Location
Installation of concrete palisade	1 KM Palisade fence installed.	R1 000 000.00	Ward 18
fence: Resort			
Resurfacing of tennis courts: Resort	2 Tennis Courts resurfaced	R70 000.00	Ward 18
Renovation of 6 ablution blocks:	6 Ablution blocks upgraded	R180 000.00	Ward 18
Resort			
Upgrade bridge in the Nature	Upgraded bridge of the Nature	R200 000.00	Ward 18
Reserve	Reserve		
Upgrade roads in the Nature	Upgraded roads at the Nature	R100 000.00	Ward 18
Reserve	Reserve		

# Issue 8: Public Safety: Traffic Control Licensing, Security & Disaster Management

### **Problem Statement**

• The Public Safety Section is unable to render effective and efficient service delivery to the community due to insufficient personnel and resources that results to:

Uncontrolled hawkers and street vendors, traffic congestions on main routes in the CBD noncompliance to municipal by-laws and illegal land occupations and delayed response to emergency calls.

### **Objectives:**

- To source funding to build capacity within the Public Safety Unit.
- To develop a joint crime and prevention strategy.
- To revisit the Municipal by-laws to ascertain relevance to the present day.
- To improve road safety and security by constant patrol and deployment of more security personnel.
- To establish a centre for emergency services.
- To ensure that all sectors submit their contingency plans in order to develop an eMalahleni comprehensive Disaster Management Plans
- To raise awareness with communities on potential disasters
- To minimize any opportunity of fraud through the implementation of the best practice model
- To source the services of volunteers in order to ease the pressure on traffic control personnel.

### Strategies:

- Establishment of law enforcement unit
- Establishment of law enforcement unit
- Outsource Security Services
- Implementation of 4(four) shift system
- Implementation of BPM (Best Practice Model)

### **PROSPECTIVE UNFUNDED PROJECTS:**

### Projects:

### TRAFFIC, SECURITY AND PUBLIC TRANSPORT

PROJECT NAME	KPI'S	2010/11	LOCATION
Establishment of law enforcement	To reduce crime and enforce all municipal by-laws	R1.5m	All wards
Crime prevention strategy	Establishment and effectiveness of CSF, MAM Structure, and Law Enforcement.	R1.6m	Ward 1-9
Purchase 4 crime prevention vehicles	Effective visible policing and reaction.	R550 000	Wards 30 & 32
Mobile crime prevention vehicle (caravan)	To have satellite stations around Emalahleni to decentralize services.	R180 000	All wards
Security support system	To reduce crime on council employees and properties	R800 000	All wards
CCTV cameras phase 2	To curb and minimize crime at the CBD	R2m	Ward 17 & 22
Replacement of 2x technical bakkie	To have clear marked roads and to have proper road signs in the jurisdiction of eMalahleni so as to prevent accidents on our roads.	R850 000	All wards
Caravan for arrive alive projects	To have effective roadside checks, clear awareness to motorists and to give assistance on the point.	R500 000	All wards
Replacement of 4x old traffic vehicles	Effective visible policing.	R1.2m	All wards
Building of traffic offices	To have a healthier office accommodation for Traffic officers and smooth running of administration	R800 000	Ward 24&30
Replacement of old speed measuring machines	To have effective law enforcement and to prevent road accidents	R450 000	All Wards
Upgrading of taxi rank	To have well controlled and manageable public transport facilities.	R2m	Ward 4,8 &9
Establishment of public transport unit (Administration)	To have proper control of all modes of public transport	R1.3m	all wards

Installation of hawkers	To have well controlled and	R500 000	Ward 31
cubicles at Zeph and Mtshali	manageable hawkers facilities.		
corner			
Upgrading of traffic	To have a healthier office	R1.5m.	All wards
administration, relocating to	accommodation for Traffic admin		
main building Public Safety	and to have access to information.		
Upgrading and operation of	To have well controlled and	R500 000	Ward 8
Hwakers Cubicles	manageable hawkers facilities		

### **EMERGENCY SERVICES AND DISASTER MANAGEMENT**

PROJECT NAME	KPI'S	2010/11	LOCATION
Purchasing of 1 disaster	Improving turn around time to	R350 000	To benefit All
bakkies(4X4)All wards	respond to disasters		Wards
Purchase 5 tents	To respond to disaster recovery	R25 000	To benefit All
	, phase during disasters		Wards
Mobile communication minibus	To have effective and efficient	R2M.	To benefit All
for disaster	communication during incident		Wards
	and disasters		
Disaster management relief	To respond to disaster recovery	R55 000	To benefit All
blankets	phase during disasters		Wards
Compressor to refill breathing	To improve fire fighter safety	R300 000	To benefit All
apparatus	during fire incident		Wards
Fire trailer	To improve turn around time	R100 000	To benefit All
	on rural areas		Wards
Purchasing of breathing	To improve fire fighter's safety	R80 000	To benefit All
apparatus	during fire incident		Wards
Purchasing of 2 emergency	To improve turn around time	R500 000	To benefit All
response vehicle	to incident		Wards
Purchase 2x grass unit	To improve turn around time	R1.8M	To benefit All
	on rural areas		Wards
Replace rescue vehicle	To improve turn around time	R1M	To benefit All
	to incident		Wards
Purchase jaws of life	Effective and efficient service	R700 000	To benefit All
	during incident		Wards
Building of fire station phase 2	Effective operation and quick	R6m	To benefit All
	response to emergencies		Wards
Fire fighting equipment	Effective and efficient service	R100 000	To benefit All
	during incident		Wards
Rescue equipment	Effective and efficient service	R1M	To benefit All
	during incident		Wards
Hazmat suits	Effective and efficient serves	R500 000	To benefit All
	during hazmat incident		Wards
Rescue boat	Effective and efficient service	R300 000	To benefit All
	during water rescue scene		Wards
Provision of Good Quality Tents	To respond to disaster	R100 000	All affected
and Blankets to disaster victims	recovery phase during		areas
	disasters		

### **LICENSING**

PROJECT NAME	KPI'S	2010/11	LOCATION
Establishment of testing centre	Approval of the centre by the	R1.3M	(ward 28 )
Phola ,Ogies	MEC of Public works ,Roads and		
	Transport		
Implementation of drive thru	Availability of funds to	R1M	Ward 22 )
system	construct the centre		
Establishment of learner license	Appointment of personnel to	R300 000	Ward 16
class Lynnville office	operate the centre and the		
	availability of equipment		
Construction of public toilets at	To have public toilets	R350 000	Ward 26
Ga-Nala Licensing	constructed at Ga-Nala for		
	licensing clients		
Upgrading of drivers license test	Approval of budget and the	R900 000	Ward 26
yard at Ga-Nala	increased number of applicants		
	to be tested at Phola		
Establishment of license service	Approval of budget by the	R800 000	Ward 28,30 & 31
centre at Phola ,Ogies	council and number of vehicles		
	to be licensed at Phola		

### Issue 9: Water & Sanitation KPA: Infrastructure & Basic Service Delivery

### **Problem Statement**

- Ageing infra-structure & Technology
- Overloading of Water Systems
- Distribution Losses
- Capacity Constraints in terms of Municipal Expertise

### **Objectives:**

- To source funding assistance as well as support to the Water & Sanitation Management Services.
- To achieve the reduction of current distribution losses by 30% by 2011.
- To improve quality of potable water to consumers by continuous Water Quality Monitoring and Evaluation.
- To reduce and minimise environmental impact and hygienic conditions.
- To ensure legal compliance by the Municipality in terms of its Water Use License.

### Strategies

- Steering committee for development and formulation of Section 78 processes to proceed with activities.
- Draft and implement programme to install and read zonal and regional bulk water.
- Mobilise funds to implement critical recommendation of lining and resealing of raw water storage quarry.
- Implementing internal control needs methods, control external service providers to deal with the backlogs.
- To manage and monitor service providers during implementation.
- To develop and implement a Water Infrastructure Maintenance Plan.
- The municipality will seek to allocate funding to water infrastructure in order to achieve the Millennium Goals. However, this excludes the reticulation of water, but the municipality intends to acquire additional funding for reticulation purposes from the provincial "Water for All" initiative.

### PRIORITY UNFUNDED WATER PROJECTS:

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Objective	Project Name	KPI	Project Cost	Location	Responsibility
To reach balance between the supply and demand	Construction of a 6 mega litre reservoir at Ogies	Reservoir	R9 000 000	Ward 32	Director IBS
To reach balance between the supply and demand	Construction of a 3 mega litre reservoir at Kwa- Guqa new extensions	Reservoir	R2,500.000	Ward 7	Director IBS
To reach balance between the supply and demand	Construction of bulk water supply line at Empumelelweni	Meters of pipe installed	R2,700,00	Ward 3&28	Director IBS
To reach balance between the supply and demand	Upgrading of Phola high level reservoir and pump station	Meters of pipe installed	R2,000,000	Ward 31	Director IBS
To achieve the reduction of current distribution losses by 30% by 2011	Replacement of 400mm AC/steel pipe from Lynnville to Ferrobank	Number of yard connection	R7,500,000	Ward 17,10,11&13	Director IBS

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Responsibility	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS
Location	All	AII	ЯI	AII	All	IIA
Project Cost	R1,000,000	R300,000	R300,000	R300,000	R200,000	R500,000
KPI	Meters of Pipe installed	Plan	Plan	Plan	Number of yard connection	Meters installed
Project Name	Conduct section 78	Safety assessment plan	Asset register	Updating of water services master plan & WSDP	Water demand & water losses management	Upgrading of a telemetry system
Objective	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To improve quality of potable water to consumers by continous water Quality Monitoring and Evaluation	To reach balance between the supply and demand	To improve quality of potable water to consumers by continous water Quality Monitoring and Evaluation	To achieve the reduction of current distribution losses by 30% by 2011	To improve quality of potable water to consumers by continous water Quality Monitoring and Evaluation

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Responsibility	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS
Location	Ward 32	Ward 28,30,31	Ward18	Ward24	Ward24	Ward32	Ward26
Project Cost	R1,000,000	R1,000,000	R5,000,000	R6,500,000	R5,000,000	R800,000	R1,000,000
KPI	Meters installed	Meters installed	Dam	Meters installed	Reservoir	Reservoir	Meters installed
Project Name	Upgrading of rising mains at Rietspruit	Upgrading of rising main at Phola & pump station	Implementation of the dam safety plan Emalahleni	Upgrade of raw water bulk supply line Steenkamp street	Resealing and upgrading of raw water storage quarry	Dam safety inspection, report and implementation at Rietspruit Dam	Replacement of 500mm diameter steel with HDPE pipe at Ga Nala
Objective	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To ensure legal Compliance by the municipality in terms of its water use license	To improve quality of potable water to consumers by continous water Quality Monitoring and Evaluation	To achieve the reduction of current distribution losses by 30% by 2011	To achieve the reduction of current distribution losses by 30% by 2011	To achieve the reduction of current distribution losses by 30% by 2011

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Responsibility	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS
Location	Ward18	Ward9,28,30&31	Ward32	AII	Ward12	Ward7	Ward7
Project Cost	R25,,000,000	R6,5,500,000	R9,000,000	R450,000,000	R8,000,000	R8,000,000	R2,500,000
KPI	Reservoir	Meters installed	Reservoir	Reservoir	Reservoir	Reservoir	Reservoir
Project Name	Construction of 120 mega liters eMalahleni dam	Construction of bulk water supply line from Kwa Mthunzi Vilakazi to Ogies	Construction of 6 mega litre reservoir at Ogies	Provision of standby generators at the dams purification plants and pump stations	Construction of 20 mega litre reservoir at Klarinet	Construction of 15 mega litre reservoir at Kwaguqa new extensions	Construction of 3 mega litre reservoir at Kwaguqa new extensions
Objective	To achieve the reduction of current distribution losses by 30% by 2011	To achieve the reduction of current distribution losses by 30% by 2011	To achieve the reduction of current distribution losses by 30% by 2011	To ensure legal Compliance by the municipality in terms of its water use license	To reach balance between the supply and demand	To reach balance between the supply and demand	To reach balance between the supply and demand
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Responsibility	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS
Location	Ward32	Ward26	Ward32	Ward31	Ward28,30,31&32	Ward12	Ward21
Project Cost	R1,000,000	R1,000,000	R2,000,000	R1,000,000	R3,000,000	R1,500,000	R1,500,000
KPI	Meters installed	Meters installed	Reservoir	Reservoir	Meters installed	Meters installed	Meters installed
Project Name	Upgrading of Rietspruit pump station and purification plant	Upgrading of Ga Nala water purification plant	Upgrading of high level reservoir	Upgrading of Phola high level reservoir and pump station	Construction of a 5 mega litre water purification plant at Wilge	Construction of bulk water supply line to Klarinet	Construction of bulk water supply line at Duvha park(Uthingo park)
Objective	To improve quality of potable water to consumers by continous water Quality Monitoring and Evaluation	To improve quality of potable water to consumers by continous water Quality Monitoring and Evaluation	To reach balance between the supply and demand	To reach balance between the supply and demand	To ensure legal Compliance by the municipality in terms of its water use license	To achieve the reduction of current distribution losses by 30% by 2011	To achieve the reduction of current distribution losses by 30% by 2011

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Responsibility	Director IBS	Director IBS	l Director BS	Director IBS	Director IBS	Director IBS	Director IBS
Location	Ward3&28	Ward19	Ward20	Ward28,30&31	Ward25	All	Ward24
Project Cost	R9,700,000	R4,000,000	R3,000,000	R1,100,000	R2,000,000	R2,000,000	R4,000,000
KPI	Meters installed	Meters installed	Meters installed	Meters installed	Reservoir	Meters installed	Meters installed
Project Name	Construction of bulk water supply line at Empumelelweni	Construction of bulk water supply line at Naaupoort Speekfontein	Construction of bulk supply line at Middleburg road	Construction of bulk water supply line at Wildebeesfontein	Construction of a 5 mega litre at Thubelihle	Installation of bulk and zonal water meters	Upgrading of a pumping main at point B to point C
Objective	To achieve the reduction of current distribution losses by 30% by 2011	To achieve the reduction of current distribution losses by 30% by 2011	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To reach balance between the supply and demand	To achieve the reduction of current distribution losses by 30% by 2011	To reach balance between the supply and demand

Responsibility	Director IBS				
Location	Ward13	Ward12	Ward22	Ward20	Ward1,2,3,4,5&7
Project Cost	R1,500,000	R6,000,000	R7,500,000	R5,000,000	R5,000,000
KPI	Meters installed				
Project Name	Replacement of a 500mm diameter steel pipe at Moses Kotane	Replacement of a 700mm diameter AC pipe from point A to Ferrobank	Replacement of 600mm diameter concrete pipe with 600mm HPDE from point B to Kwa-Mthunzi Vilakazi	Replacement of 375mm diameter AC pipes from point D to Jackaroo park	Replacement of 350mm diameter AC pipes at Kwa-Guqa new extensions
Objective	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year

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Responsibility	Director IBS				
Location	Ward3&23	Ward17,10,11&13	Ward12	Ward24	Ward24
Project Cost	R1,000,000	R7,500,000	R4,000,000	R30,000,00	R6,000,000
KPI	Meters installed	Meters installed	Meters installed	Reservoir	Meters installed
Project Name	Replacement of 250mm AC pipes at Kwa-Guqa extensions10&11	Replacement of 400mm AC/steel pipe from Lynnville to Ferrobank	Replacement of 350mmconcretepipe from point A to Klarinet/Paxton	Construction of 600mm diameter bulk water supply line from eMalahleni dam to point B reservoir	Construction of a 500mm diameter bulk supply line from point A reservoir to the Casino
Objective	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year

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Responsibility	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS
Location	ALL	Ward26	Ward32	Ward24	Ward24	Ward24	AII
Project Cost	R100,000,000	R1,000,000	R1,000,000	R2,000,000	R2,500,000	R3,000,000	R300,000
KPI	Reservoir	Meters installed	Meters installed	Meters installed	Meters installed	Meters installed	Lab
Project Name	Purchase of Doornpoort dam &reroute of effluent from WWTP to eMalahleni dam	Upgrading of water pump station at Ga Nala	Upgrading of pump station at Rietspruit	Upgrading of bulk raw water supply to the plant &upgrading of pumping capacity at point D reservoir	Upgrading of eMalahleni purification plant & backwash ponds system	Upgrading of bulk supply at point A reservoir	Establishment of a laboratory
Objective	To ensure legal Compliance by the municipality in terms of its water use license	To reach balance between the supply and demand	To reach balance between the supply and demand	To reach balance between the supply and demand	To ensure legal Compliance by the municipality in terms of its water use license	To reach balance between the supply and demand	To improve quality of potable water to consumers by continous water Quality Monitoring and Evaluation

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Objective	Project Name	KPI	Project Cost	Location	Responsibility
To meet the millennium Goals for water and sanitation by 2014 and to meet at least 50% of the water goals during the next financial year	Upgrade bulk line N4 Casino	Meters installed	R2,000,000	Ward20	Director IBS
To ensure legal Compliance by the municipality in terms of its water use license	Purchased of LDV	ΓDΛ	R1,000,000	AII	Director IBS
To extend and formalize sanitation service provision to formalized areas	Replacement of AC pipes Deljudor extension 1 to 5	Meters of pipe installed	R1,000,000	Ward24	Director IBS
To extend and formalize sanitation service provision to formalized areas	Replacement of AC pipe at Reyno Ridge	Meters of pipe installed	R1,000,000	Ward18	Director IBS
To extend and formalize sanitation service provision to formalized areas	Replacement of AC pipe at Deljudor	Meters of pipe installed	R1,000,000	Ward20	Director IBS
To extend and formalize sanitation service provision to formalized areas	Replacement of AC pipes at Branchville	Meters of pipe installed	R1,000,000	Ward20	Director IBS
To extend and formalize sanitation service provision to formalized areas	Replacement of AC pipes at Jackaroo Park	Meters of pipe installed	R1,500,000	Ward20	Director IBS

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Responsibility	Director IBS						
Location	Ward20	Ward19	Ward19	Ward9	Ward12	Ward24	Ward20
Project Cost	R1,000,000	R1,500,000	R200,000	R500,000	R1,000,000	R1,000,000	R1,000,000
KPI	Meters of pipe installed						
Project Name	Replacement of AC pipes at Die Heuwel extension 1	Replacement of AC pipes at eMalahleni extension 8	Replacement of AC pipes at Zeekoe & Seekoe water	Replacement of AC pipes at Kwa-Mthunzi Vilakazi	Replacement of AC pipes at Ferrobank	Replacement of AC pipes at Fransville	Replacement of AC pipes at Highveld
Objective	To extend and formalize sanitation service provision to formalized areas						

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Objective	Project Name	KPI	Project Cost	Location	Responsibility
To extend and formalize sanitation service provision to formalized areas	Replacement of AC pipes at Model Park proper	Meters of pipe installed	R1,500,000	Ward20	Director IBS
To extend and formalize sanitation service provision to formalized areas	Replacement of AC pipe Pine Ridge	Meters of pipe installed	R1,500,000	Ward12	Director IBS
To extend and formalize sanitation service provision to formalized areas	Replacement of AC at Schoongezight	Meters of pipe installed	R1,000,000	All	Director IBS
To extend and formalize sanitation service provision to formalized areas	Provision of free basic water to Informal settlement	Meters installed	R500,000	All	Director IBS
To extend and formalize sanitation service provision to formalized areas	Purchased LDV	ΓDΛ	R1,000,000	AII	Director IBS

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	Responsibility	Director IBS					
	Location	Ward25	Ward32	Ward32	Ward32	Ward32	Ward28,30&31
	Project Cost	R1,000,000	R1,000,0000	R1,000,000	R1,000,000	R1,000,000	R1,000,000
	KPI	Meters installed					
	Project Name	Upgrading of outfall sewer line at Thubelihle	Upgrading of rising mains at Rietspruit	Upgrading of sewer pump stations at Rietspruit	Upgrading of sewer pump station at Ogies	Upgrade of outfall sewer at Ogies	Upgrading of outfall sewer at Phola
<u>SANITATION</u>	Objective	To extend and formalize sanitation service provision to formalized areas					

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Responsibility	Director IBS						
Location	Ward28,30&31	Ward28,30&31	Ward28,30&31	Ward23	Ward21	Ward21	Ward2
Project Cost	R1,000,000	R1,000,000	R5,000,000	R1,200,000	R4,250,000	R9,625,000	R9,250,000
KPI	Meters installed	Meters	Plant	Meters installed	Meters installed	Plant	Plant
Project Name	Upgrade of rising main at Phola	Upgrade of a pump station at Phola	Upgrading & refurbishment of WWTP at Phola	Upgrading of sewer pump station at Wilge	Refurbishment & upgrading of Naaupoort WWTP	Refurbishment & upgrading of Riverview WWTP	Refurbishment & upgrading of Klipspruit WWTP
Objective	To extend and formalize sanitation service provision to formalized areas						

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Responsibility	Director IBS						
Location	Ward13	AII	AII	Ward3&29	Ward1,2,3,4,5,6&7	Ward8&9	Ward8
Project Cost	R9,166,667	R200,000	R100,000	R10,000,000	R2,000,000	R2,500,000	R500,000
KPI	Plant	Meters installed					
Project Name	Refurbishment & upgrading of Ferrobank WWTP	Construction of 120ML regional WWTP eMalahleni Eastern	Construction of 60ML regional WWTP eMalahleni West	Construction of bulk outfall sewer line at Empumelelweni	Upgrading of outfall sewer line at Kwa-Guqa new extensions	Upgrading of outfall sewer line at Kwa-Guqa extension 15,16&17	Upgrading Vosman pump stations
Objective	To extend and formalize sanitation service provision to formalized areas						

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Responsibility	Director IBS						
Location	Ward12	Ward12	AII	Ward12	Ward13&17	Ward1,2&4	Ward18
Project Cost	R1,000,000	R1,000,000	R5,000,000	R1,000,000	R2,000,000	R4,000,000	R3,000,000
KPI	Meters installed						
Project Name	Upgrading of pumping main at Ferrobank	Upgrading of Bush pump stations	Upgrade of outfall sewer line from eMalahleni CBD to Ferrobank WWTP	Upgrading of outfall sewer line main street/pap & vleis	Upgrading of outfall sewer line at Lynnville Lithuli street to Ferrobank	Upgrading of outfall sewer line at Hlalanikahle	Upgrading of outfall sewer line at Vulture street Reyno Ridge
Objective	To extend and formalize sanitation service provision to formalized areas						

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:	Location Ward20	Ward18%21	Ward24	Ward12	Ward12	Ward12	Ward18
	<b>Project Cost</b> R10,000,000	R10,000,000	R4,000,000	R2,000,000	R1,000,000	R1,000,000	R1,000,000
i	KPI Meters installed	Meters installed	Meters installed	Meters installed	Meters installed	Meters installed	Meters installed
	Project Name Upgrading of outfall sewer main Reyno Ridge/Benfluer to River View	Upgrading of outfall sewer line from Reyno Ridge eMalahleni extension 16 to Naaupoort	Upgrading of outfall sewer line eMalahleni extension 40&Beatty Avenue	Upgrading of rising main from Clarinet pump station to Riverview	Upgrading of Klarinet 2 to pump station	Upgrading of Clarinet 3 pump station	Upgrading of Bankenfeld pump stations
:	Ubjective To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas

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Responsibility	Director IBS						
Location	Ward18	IIA	IIA	Ward12	IIA	Ward21	Ward22
Project Cost	R1,000,000	R40,000,000	R1,000,000	R1,000,000	R1,000,000	R2,000,000	R1,000,000
KPI	Meters installed	Number of connections	Meters installed	Meters of pipe installed	LVD	Meters of pipe installed	Meters of pipe installed
Project Name	Upgrading of sewer pump station	Provision of a stand by generators at WWTP & pump stations	Installation of telemetry system for WW services	Construction of outfall sewer lines Klarinet development	Purchased LDV	Replacement of AC pipes at Tasbet park 1&2	Replacement of AC pipes eMalahleni extension 41
Objective	To extend and formalize sanitation service provision to formalized areas						

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Responsibility	Director IBS						
Location	Ward22	Ward17&24	Ward24	Ward21	Ward25	Ward30	Ward28,30&31
Project Cost	R2,000,000	R2,000,000	R1,000,000	R5,000,000	R1,500,000	R1,500,000	R1,500,000
KPI	Meters of pipe installed	Meters of pipe installed	Meters of pipe installed	Meters installed	Meters installed	Meters installed	Meters installed
Project Name	Replacement of AC pipes at eMalahleni extensions 16	Replacement of AC pipes at eMalahleni extension 5&10	Replacement of AC pipes at Deljudor proper	Replacement of AC pipe at Duhva Park	Provision of sewer reticulation at Thubelihle extension 5	Provision of sewer reticulation at Buffer extension(Phola)	Provision of sewer reticulation at Wildebeestfontein
Objective	To extend and formalize sanitation service provision to formalized areas						

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Location Responsibility	Ward7 Director IBS	Vard3&29 Director IBS	Vard1,2&4 Director IBS	Ward9 Director IBS	Ward15 Director IBS	Ward18 Director IBS	ard10,13&14 Director IBS
Project Cost	R1,500,000	R10,000,000	R1,500,000 V	R1,000,000	R1,000,000	R1,000,000	R5,000,000 Wa
KPI	Meters installed	Meters installed	Meters installed	Meters installed	Meters installed	Meters installed	Meters installed
Project Name	Provision of sewer reticulation at Emsagweni	Provision of sewer reticulation at Empumelelweni	Provision of sewer reticulation at Hlalanikahle extensions	Provisions of sewer reticulation at Kwa- Guqa extensions 16	Provision of sewer reticulation at Thala	Provision of sewer reticulation at Benfluer/Reynoridge	Upgrading of sewer network at Hostel 1,2,3&4
Objective	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized

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Responsibility	Director IBS							
Location	Ward23	Ward6	AII	All	All	Ga-Nala Plant & Malta reservoir	Ga-Nala plant & Jacaranda reservoir	Rietspruit dam & raw water dam reservoir
Project Cost	R1,000,000	R1,000,000	R1,000,000	R1,000,000	R5,000,000	R850,000	R1,500,000	R600,000
IdX	Meters installed	Meters installed	Meters installed	ΓDΛ	hump	Meters installed	Meters installed	Meters installed
Project Name	Provision of sewer reticulation at Kwa- Guqa extension 10	Provision of sewer reticulation at Kwa- Guqa extension 18	Provision of basic sanitation to informal settlement	Purchased LDV	Purchases of high pressure sewer jet & over pumps machines	Concrete fencing	Upgrading	Concrete fence
Objective	To extend and formalize sanitation service provision to formalized areas							

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Responsibility	Director IBS							
Location	Rietspruit plant & reservoir	Ga-Nala & Rietspruit pump stations and plants	Ga-Nala & Rietspruit	Ga-Nala & Thubelihle sewerage plants	Rietspruit & City road pump station	Rietspruit plant, City road & Vilakazi stations	Thubelihle & Ga-Nala plants	Rietspruit & Ga-Nala plants
Project Cost	R2,000,000	R400,000	R1,000,000	R55,000,000	R2,000,000	R1,000,000	R1,000,000	R800,000
КРІ	Meters installed	Number of erf connection	Vehicles	Meters installed	Meters installed	Meters installed	Meters installed	Number of erf connection
Project Name	Upgrading	Buildings	2x Vehicles	Construction	Upgrading	Concrete fencing	Concrete fencing	Buildings
Objective	To extend and formalize sanitation service provision to formalized areas							

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		NDM FUNDE	D PROJECTS		
Obiective	Project Name	KPI	Project Cost	Location	Responsibility
To improve quality of potable water to consumers by continous /ater Quality Monitoring and Evaluation	Upgrading of the water purification plant	Plant	R 2,000,000	Ward22	Director IBS
To improve quality of potable water to consumers by continous vater Quality Monitoring and Evaluation	Witbank pump station	Meters installed	R 1,600,000	Ward18	Director IBS
To reach balance between the supply and demand	Replacement of AC pipes at Die Heuwel Ext 1	Meters installed	R 1,000,000	Ward20	Director IBS
To reach balance between the supply and demand	Installation of bulk water supply line from Phola to Wilge	Meters installed	R 500,000	Ward28,30	Director IBS
To reach balance between the supply and demand	Replacement of AC pipes at Del Judor Ext 4	Meters installed	R 1,000,000	Ward20	Director IBS
To reach balance between the supply and demand	Replace bulk supply to Paxton	Meters installed	R 1,200,000	Ward12	Director IBS

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Responsibility	Director IBS						
Location	Ward23	Ward23	Ward8,9	Ward17	Ward28	Ward24	Ward20
Project Cost	R 1,200,000	R 1,400,000	R 500,000	R 2,400,000	R 2,000,000	R 1,200,000	R 800,000
KPI	Meters installed						
Project Name	Replace reticulation Branchville	Replace reticulation Zeekoewater	Ring feed to Vosman	Replace bulk supply Ackerville to Lynnville	Replace AC pipes Phola Ph. 2	Replace steel pipe Steenkamp ph. 2	Upgrade B/line N4 to Casino
Objective	To reach balance between the supply and demand						

Location	Ward3,23,29	Ward3,23 & 29		Ward 31	All	Ward7	Ward3&29	Ward18
Project Cost	R 4,800,000	R 2,000,000	ATION	R 500,000	R 2,000,000	R 600,000	R 2,000,000	R 3,000,000
KPI	Number of erf connections	Meters installed	<u>SANIT</u>	Meters installed	Number of erf connections	Number of erf connections	Meters installed	Meters installed
Project Name	Enkanini:Water reticulation	Main bulk supply line Enkanini ph. 1		Bulk main line Wildebeesfontein	Provision of basic sanitation VIP's (ph.2)	Provision of sewer reticulation at Emsagweni	Sewer main outfall line : Enkanini	Upgrading of outfall sewer line at Vulture street in Reyno ridge Ex
Objective	To extend and formalize water service provision to formalized areas	To reach balance between the supply and demand		To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized			

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Director IBS		Responsibility	Director IBS				
Ward1,2, & 4		Location	Ward 23	Ward 21	Ward 25	Ward 20&28,30,31	Ward32
Upgrading of outfall sewer line at Hlalanikahle	<u>JNDED</u> <u>JRE PROJECTS</u>	Project Cost	R8,000,0000	R3,000,000	R27,643,008.55	R35,000,000	R6,000,000
Meters installed	<u>MIG FL</u> INFRASTRUCTI	KPI	Plant	Plant	Plant	Plant	Plant
Upgrading of outfall sewer line at Hlalanikahle		Project Name	Upgrading and refurbishment of WWTP Klipspruit	Upgrading and refurbishment of WWTP Naaupoort	Upgrading and refurbishment of WWTP Thubelihle	Upgrading and refurbishment of WWTP at Riverview & Phola	Upgrading & refurbishment of Purification plant at Rietspruit
To extend and formalize sanitation service provision to formalized areas		Objective	To extend and formalize sanitation service provision to formalized areas				

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Responsibility	Director IBS		Director IBS	Director IBS	Director IBS
Location	Ward26		AII	Ward 28,30,31	Ward 28,30,31
Project Cost	R6,000,000	NDED PROJECTS	R240,000,000	R5,000,000	R14,000,000
KPI	Plant	ANGLO COAL FUI	Plant	Plant	Meters installed
Project Name	Upgrading & refurbishment of Purification plant at Ga Nala		Ext. of Emalahleni reclamation plant Reclamation	Upgrading & refurbishment of Phola WWTP	Upgrading of outfall sewer line from Ogies to Phola
Objective	To extend and formalize sanitation service provision to formalized areas		To improve quality of potable water to consumers by continuous water Quality Monitoring and Evaluation	To extend and formalize sanitation service provision to formalized areas	To extend and formalize sanitation service provision to formalized areas

### Issue 10: Electricity Supply KPA: Infrastructure & basic Service Delivery

### **Problem Statement**

The critical area of concern for the Municipality is the failure or interruption of electrical supply in areas where there is infrastructure, and that communities receive inadequate services.

- Unauthorized usage of municipal services and equipment, internally.
- Vandalism, theft and illegal connections adversely affect the integrity of distribution networks to deliver sustainable electricity supply.

### **Objectives:**

- To ensure legal compliance with regards to National directive on establishment of REDS.
- To investigate, quantify, cost the reduction of distribution losses by 12% by 2011 to be inline with minimum norms.
- To provide new electrical connections to formalised areas.
- To ensure that a balance is reached between the supply and demand of electricity.
- To improve quality and reliability of electrical supply within the Municipality.
- To improve security by public/+street lighting.
- To explore and support the utilisation of alternative sources of energy/energy saving devices in the municipal area.
- To develop an Electricity Master Plan as well as an Electricity Maintenance Plan.
- To formulate a comprehensive strategy on combating the crisis of copper theft.

### Strategies

- The establishment of a planning department in the electrical section which will centralise all information and put in place monitoring systems and keep track of all new connections and expansions.
- Formalization of ring-fencing exercise and asset register.
- Conduction of Audit to ascertain existence of monitoring devices.
- Draft and implement program to install bulk meters.
- Manage and monitor service providers during implementation process.
- Undertaking of Total Electricity Loss Management Study and an Energy Efficiency Plan.
- Development of an Electricity Master Plan as well as a comprehensive Electricity Maintenance Plan/Capital Replacement Programme.
- The Master Plan as well as the Maintenance Plan needs to be aligned to the Budget and need constant monitoring as well as an Implementation Programme to be adhered to.
- Develop a strategy to prevent copper theft.

**PRIORITIZED UNFUNDED PROJECTS** 

## **ELECTRICAL SECTION**

### 2010/11 PROJECTS

Objective	Project Name	KPI	Project Cost	Location	Responsibility
o improve quality and eliability of electrical supply within the municipality	Supply to Riverview Sewer pumpstation and Naauwpoort Sewer pumpstation	Kilometers of cable installed	R2,000,000	Ward 20,21,12	Director : IBS
o ensure that a balance is reached between the supply and demand of electricity	Bulk supply to Seekoeiwater plots	Kilometers of cables installed	R600,000	Ward 20	Director : IBS
o improve quality and reliability of electrical supply within the municipality	Upgrade reticulation Ogies (phase 2)	Kilometers of cable installed	R2,000,000	Ward 28,30	Director : IBS
To provide new ectrical connections to formalized areas	Provision of new reticulation Empumelelweni	Number of households connected to the grid	R10,000,000	Ward 29	Director : IBS
o ensure that a balance is reached between the supply and demand of electricity	Klarinet substation	Number of transformers installed	R7,000,000	Ward 12	Director : IBS
o ensure that a balance is reached between the supply and demand of electricity	Klarinet Electrical Feeder Mains	Length of overhead line installed	R3,500,000	Ward 12	Director : IBS
To provide new ectrical connections to formalized areas	Provision of new reticulation at Empumelelweni	Installed link services	R2,500,000	Ward 3 & 29	Director : IBS

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Responsibility	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS
Location	Ward 3 & 29	AII	All	Ward 6	Ward 28,30 &31	Ward 15	12	All	6
Project Cost	R5,000,000	R3,000,000	R500,000	R1,000,000	R 828,358	R1,131,168	R1,500,000	R15,000,000	R500,000
KPI	Length of overhead line installed and construction of substation	Traffic study completed and documented	Number of equipment replaced circuit breakers	Number of lights installed	Number of lights installed	Number of lights installed	Number of equipment replaced circuit breakers	Number of lights installed	Number of lights installed
Project Name	Bulk line and substation at Empumelelweni	Implementation of traffic lights study for 2010 compliance	Substation equipment upgrade	Installation of highmast /streetlights at Kwa Guqa Ext 9	Installation of Highmast /streetlights at Phola	Installation of highmast/streetlights at Thala/Twala	Ferrobank 6.6 Kv Circuit breakers phase 2	Highmast light/Streetlights Kwa- Guqa Extensions	Highmast light/street lights Kwa-Mthunzi Vilakazi
Objective	To provide new electrical connections to formalized areas	To ensure legal compliance with regards to national directive on establishment of REDS	To improve quality and reliability of electrical supply within the municipality	To improve security by public/streetlighting	To improve security by public/streetlighting	To improve security by public/streetlighting	To improve quality and reliability of electrical supply within the municipality	To improve security by public/streetlighting	To improve security by public/streetlighting

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Responsibility	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS
Location	8 & 9	24	18	20	18	23	AII	7&3
Project Cost	R500,000	R1,000,000	R1,500,000	R1,500,000	R600,000	R800,00	R1,000,000	R500,000
KPI	Number of house connections done	Construction of fully- equipped substation	Length of overhead line installed and construction of substation	Length of overhead line installed	Length of cab le installed	Length of overhead line installed	Length of overhead line installed	Number of lights installed
Project Name	Vosman Electrical Reticulation	22 KVA Substation new development Highveld Park	Supply to Paul Sauer substation	Supply to Jackaroo Park	Alternative supply to Bankenveld	Bulk supply to Kwa- Guqa Ext.10	Bulk supply line to Kwa- Guqa New Ext/s	Highmasts light/Street llight Kwa-Guqa Ext. 9 & 11
Objective	To provide new electrical connections to formalized areas	To ensure that a balance is reached between the supply and demand of electricity	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To ensure that a balance is reached between the supply and demand of electricity	To ensure that a balance is reached between the supply and demand of electricity	To improve security by public/streetlighting

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Responsibility	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS
Location	12	AII	10,13 &15	12	All Wards	All Wards	20
Project Cost	R16,000,000	R3,000,000	R1,000,000	R1,000,000	R5,000,000	R1,000,000	R1,000,000
KPI	Length of cable installed	Completed document produced	Number of house connections installed	Number of circuit breakers installed	Completed document produced	Completed document produced	Number of circuit breakers installed
Project Name	New development at Klarinet bulk supply	Bulk infrastructure investigation	Electrification of Hostels	Upgrading of Ferrobank substation	Electricity Master Plan and Maintenance Plan/Programme	Copper Theft prevention Strategy	6,6 Kv HT Circuit Breakers
Objective	To ensure that a balance is reached between the supply and demand of electricity	To ensure that a balance is reached between the supply and demand of electricity	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To ensure legal compliance with regards to national directive on establishment of REDS	To ensure legal compliance with regards to national directive on establishment of REDS	To improve quality and reliability of electrical supply within the municipality

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Responsibility	Director : IBS		Director : IBS		Director : IBS		Director : IBS		Director : IBS					
Location	12	All	IIV	18	50		08		08		24		54	
Project Cost	R800,000	R2,000,000	R2,000,000	R300,000	R10,000,000		R1,000,000		R4,000,000		R3,000,000		R1,500,000	
KPI	Number of lights installed	Number of Trucks purchased	Number of Trucks purchased	Number of lights installed	Completely constructed	substation including equipment	Number of house connections done		Completely	substation including equipment	Length of cable installed		Length of cable	Installed
Project Name	Highmasts streetlights- Klarinet Extensions	Streetlights truck	Crane Truck	Paul Sauer Streetlights	22kV Substation new development Highveld	Park	New electrical connections	Wildebeesfontein	Electrical bulk supply &	Wildebeesfontein	Supply to new Cosmos		Alternative supply to	IVIOGEIPARK
Objective	To improve security by public/streetlighting	To ensure that a balance is reached between the	supply and demand of electricity	To provide new electrical connections to	formalized areas	To provide new	formalized areas	To improve quality and reliability of electrical	supply within the municipality	To improve quality and	reliability of electrical supply within the municipality			

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Responsibility	Director : IBS	Director : IBS	Director : IBS	Director : IBS					
Location	18	18	23	1,3,5,6,7,9	18	1,2,4	7	25,26	2
Project Cost	R2,000,000	R1,800,000	R1,200,000	R1,000,000	R5,000,000	R800,000	R800,000	R1,000,000	R800,000
KPI	Length of overhead line installed	Number of lights installed	Number of lights installed	Number of lights installed					
Project Name	Supply to Paul Sauer substation	Alternative supply to Bankenveld/Dam pumpstation	Bulk supply to KwaGuqa Ext. 10	Bulk supply to KwaGuqa new Extensions	Bulk supply between Doornpoort and Driehoek Substation	Bulk supply to Hlalanikahle extensions	Highmasts streetlights : Emsagweni	Highmasts streetlights : Thubelihle	Highmasts streetlights : Hlalanikahle
Objective	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve security by public/streetlighting	To improve security by public/streetlighting	To improve security by public/streetlighting

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Responsibility	Director : IBS						
Location	12	2	14	АП	АП	АП	АП
Project Cost	R1,500,000	R2,000,000	R4,000,000	R1,000,000	R2,000,000	R2,500,000	R2,000,000
KPI	Number of circuit breakers installed	Number of circuit breakers installed	Number of circuit breakers installed	Number of testing equipment purchased	Number of LDV's purchased	Number of protection equipment replaced	Length of cable installed
Project Name	Ferrobank 6,6kV circuit breakers phase 2	Blanchville Substation	Seeke Substation	Fault finding equipment	LDV's double cabs	Upgrade substations	Replacement of bulk supply cables
Objective	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality

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Responsibility	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Director : IBS
Location	AII	AII	IIA	29,30	29,30	29, 30	05,930	29,30
Project Cost	R5,000,000	R2,000,000	R1,000,000	R100,00	R3,000,000	R200,000	R500,000-	R2,500,000
KPI	Number of transformers installed	Number of equipment replaced	Number of domes installed	Number of lights installed	Number of circuit breakers replaced	Length of cable replaced	Number of lights installed	Number of traffic intersections completed.
Project Name	Replacement of transformers	Upgrade Doornpoort 11kV	Installation of Domes	Streetlights Ogies	Replace 22/11kV Circuit breaker Phola 22kV Substation	Replace 35mm cable with 70mm cable Ogies Crossing	Highmast lights Ogies	Traffic light intersection
Objective	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve security by public/streetlighting	To improve quality and reliability of electrical supply within the municipality	To improve quality and reliability of electrical supply within the municipality	To improve security by public/streetlighting	To improve security by public/streetlighting

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Responsibility	Director : IBS	Director : IBS	Director : IBS	Director : IBS	Directro: IBS
Location	All Wards	AII	AII	Ward 3	All Municipal Wards
Project Cost	R1,000,000	R300,00	R1,000,000	R3,000,000	R200 000.00
KPI	Number of connections of completed	Completed survey done	Number of traffic intersections completed.	Number of circuit breakers & line upgraded	Number of campaigns held
Project Name	5MVA Electrical connection	Survey Traffic Light study SARTSM Compliance	Upgrade of traffic lights for 2010 compliance	Upgrade electrical network: Ext 11	Undertake Community awareness campaigns on alternative sources of energy & on preoper usage of electricity
Objective	To improve quality and reliability of electrical supply within the municipality	To ensure legal compliance with regards to national directive on establishment of REDS	To ensure legal compliance with regards to national directive on establishment of REDS	To improve quality and reliability of electrical supply within the municipality	To improve community awareness on electricity

**MIG Funded Projects** 

LOCATION	
Projects	Budget 10/11
Running Projects	Total Expenditure by MARCH 09/10
	Project Description
	No:

Ward 6	Ward 28,30 & 31	Ward 15	
0.00	0.00	1,131,168.00	
1,278,140.00	828,358.00	0.00	
Installation of Highmast and Streetlights at Kwa guqa Ext 9	Installation of Highmast and Streetlights at Phola	Installation of Highmast and street lights at Thala and Twala	
1.	2.	m	

### Issue 11: Roads & Stormwater KPA: Infrastructure Service Delivery

### **Problem Statement**

- The Municipality is surrounded by both mining and industrial activities resulting in a contingent of heavy-duty motor vehicles using the centre town to pass through. Continuous urban developments lead to increased traffic volumes requiring upgrading of ageing services and dilapidated infrastructure. The road network between Ogies, Ga-Nala and eMalahleni was specifically highlighted as problematic during the public participation process.
- Stormwater systems are also lacking in the municipal area with road reserves being utilised as stormwater drainage systems instead of proper stormwater drainage systems being installed.
- There are also insufficient and inadequate facilities for non-motorised needs of the community.

### **Objectives:**

- To extend provision of access roads/streets to newly formalised areas.
- To improve access to informal and farming areas.
- To reduce and eradicate water seepage into dwellings.
- To improve and or provide for non-motorised transport facilities.
- To improve mobility on municipal roads and streets.
- To properly monitor the quality of contractors' work by way of Project Steering Committees.
- To implement the Roads Maintenance Plan

### Strategies:

- Development of traffic impact assessment studies and continuous monitoring of traffic patterns and volumes in and around the municipal area.
- Draft and implementation of grading programmes for dirt and gravel roads in informal settlements.
- Implement programme to reinstate surfaces, patch and reduce potholes, installation of traffic calming devices, and phase in provision of access roads.

## **ROADS AND STORMWATER**

# 2010/11 PROJECTS ROADS,STORMWATER AND BUILDING SERVICES CRITICAL UNFUNDED PROJECTS

Responsibility	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS
Location	Wards 1 and 2	Wards 25,26,27 & 30	All Wards and affected wards	Affected wards	Ward 22
Project Cost	R 5,000,000-00	R 8,000,000-00	R10 ,000,000-00	R 20,000,000-00	R 10,000,000-00
KPI	5 Kilometers of road and stormwater constructed	5 Kilometers of road reconstructed and stormawater upgraded	Stomwater Master plan for the whole of emalahleni and 6 kilometers of stormwater installed or upgraded in critical areas	10 Kilometers of roads reconstructed	4 Kilometers of road stormwater constructed and number of bridge constructed
Project Name	Hlalanikahle Taxi Route	Recontruction of Ga Nala/Thubelihle and Rietspruit	Stormwater Management (Studies and Implementation)	Reconstruction of Damaged Streets	O R Tambo Link Road to Klarinet Development Phase 3
Objective (See Objectives after the Problem Statement)	To extend provision of access roads/streets to newly formalised areas.	To improve mobility on municipal roads and streets.	To reduce and eradicate water seepage into dwellings.	To improve mobility on municipal roads and streets	To extend provision of access roads/streets to newly formalised areas
	Objective Project Name KPI Project Cost Location Responsibility   (See Objectives after the Problem Statement) Problem Statement Note the Problem Statement Note the Proplem Statement	Objective See Objectives after the Problem Statement)Project NameKPIProject CostLocationResponsibilityTo extend provision of access roads/streets to newly formalised areas.Halanikahle Taxi Route and stormwater5 Kilometers of road R 5,000,000-00R 5,000,000-00Wards 1 and 2Director IBS	Objective (See Objectives after the Problem Statement)Project NameKPIProject CostLocationResponsibility(See Objectives after the Problem Statement)Halanikahle Taxi RouteKIIProject CostNards 1 and 2Director IBSTo extend provision of access roads/streets to access roads/streets to mewly formalised areas.Halanikahle Taxi RouteS Kilometers of roadR 5,000,000-00Wards 1 and 2Director IBSTo improve mobility on municipal roads and kreets.Recontruction of GaS Kilometers of roadR 8,000,000-00Wards 25,26,27 & 30Director IBSTo improve mobility on kreets.Recontruction of GaS Kilometers of roadR 8,000,000-00Wards 25,26,27 & 30Director IBS	Objective fee Objectives after the Project NameFugFroject CostLocationResponsibilityTo extend provision of access roads/streets to access roads/streets to newly formalised areas.Halanikahle Taxi Route and stornwaterS Kilometers of road and stornwaterR S,000,000-00Wards 1 and 2Director IBSTo improve mobility on municipal roads and streets.Recontruction and stornwaterR S,000,000-00Wards 25,26,27 & 30Director IBSTo improve mobility on municipal roads and municipal roads and wurdsRecontruction and a Room streets.R S,000,000-00Wards 25,26,27 & 30Director IBSTo reduce and eradicate wardsS Kilometers of road roadsR 3,000,000-00Wards 25,26,27 & 30Director IBSTo reduce and eradicate wardsSomwater and implementation)Somwater municibalR 3,000,000-00Mards and affectedDirector IBSTo reduce and eradicate water seepage into and implementation)Somwater for and into the whole of beandationR 10,000,000-00MI Wards and affectedDirector IBSTo reduce and eradicate and implementation)Somwater installed or the whole of beandationAll Wards and affectedDirector IBSManagement (Studies and Implementation)Pan for the whole of beandationMards and affectedDirector IBSManagement (Studies and Implementation)Pan for the whole of beandationMards and affectedDirector IBSManagement (Studies and Implementation)Pan for the whole of beandationMards and affectedD	Objectives after the Project twest after the Project twest after the Problem Statement)Project CostLocationResponsibilityTo extend provision the Problem Statement)Halanikahle Taxi Route and stormwater and stormwater Dimerves of roadKilometers of road and stormwaterR 5,000,000-00Wards 1 and 2Director IBSTo extend provision the access roads/primalised areas.Halanikahle Taxi Route and stormwater and stormwaterS Kilometers of road and stormwater constructed and stormwaterR 5,000,000-00Wards 1 and 2Director IBSTo improve mobility on municipal roads and streets.Recontruction of Ga Nards 1 and 2S Kilometers of road S Kilometers of roadR 8,000,000-00Wards 1 and 2Director IBSTo improve mobility on water seepage into wardsReconstructed and KitspruitR 8,000,000-00Wards and affectedDirector IBSTo reduce and eradicate water seepage into wardsStormwater Management (StudiesStormwater Management (StudiesStormwater Mands in for the whole of stormwater installedR 10,000,000-00Wards and affectedDirector IBSTo reduce and eradicate water seepage into o undoling road and implementation)Rando for the whole of stormwater installedNards and affectedDirector IBSTo improve mobility on municipal roads andReconstructed and streetsR 20,000,000-00M Ketted wardsDirector IBSTo improve mobility on mutersReconstructed and StreetsR 20,000,000-00Mards and affectedDirector IBSTo improve mobil
# CURRENT PROJECTS ROADS, STORMWATER AND BUILDING SERVICES LOAN FUNDED

Responsibility	Director IBS	Director IBS	Director IBS	Director IBS	Director IBS
Location	Wards 1 and 2	Wards 12	Ward 15 & 16	All Wards and affected wards	Ward 22
Project Cost	R 1,653,945-00	R 662,429-00	R 2,162,720.00	R 3,000,000-00	R 9,725,000.00
KPI	2 Kilometers of road and stormwater constructed	0.5 Kilometers of road reconstructed and stormawater upgraded	0.5 Kilometers of road stormwater constructed and number of bridge constructed	0.2 Kilometers of road and stormwater constructed	5.5 Kilometers of roads reconstructed
Project Name	Construction of stormwater and road:Steve Bantu Biko	Hostels Roads	Rehabilitation of the Kalkspruit phase 1	Klarinet Intersection roads	O R Tambo Link Road to Klarinet Development Phase 2
Objective (See Objectives after the Problem Statement)	To improve mobility on municipal roads and streets.	To improve mobility on municipal roads and streets.	To reduce and eradicate water seepage into dwellings.	To improve mobility on municipal roads and streets.	To extend provision of access roads/streets to newly formalised areas

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Objective	Project Name	KPI	Project Cost	Location	Responsibility
To reduce and eradicate water seepage into dwellings.	Rehabilitation of the Kalkspruit phase 2	2 Kilometers of road stormwater constructed and number of bridge constructed	R 4,500,000.00	Ward 15 & 16	Director IBS
To reduce and eradicate water seepage into dwellings.	Kwa-Guqa Ext 9 Roads	1 Kilometers of stormwater constructed	R 2,500,000.00	Ward 6	Director IBS
To provide facilities, for our employees	Ablution & storeroom facilities at roads workshop	A building consisting of offices and abulition facilities at waterwroks	R 400,000.00	Water Works	Director IBS
To upgrade its image by having offices that are up to standard.	Renovation IBS Offices	Partions at Building Control and renovation at third floor	R 375,000.00	Civic Center	Director IBS
To provide access to residents between the township over a river	Pedestrain Bridge in Klarinet Ext 5 to MNS	Two pederstrian bridges completed in Klarinet	R 1,250,000.00	Ward 12	Director IBS
To reduce flooding and	Install Stormwater System CBD	1.5 Kilometers of stormwater upgraded	R 3,000,000.00	CBD	Director IBS

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	Project Name	KPI	Project Cost	Location	Responsibility
_	Rehabilitation of Streets & Stomwater KwaThomas Mahlanguville Exs 5,7, &10	0.5 Kilometers of roads reconstructed and stormwater upgraded	R 1,000,000.00	Ward 11	Director IBS
	Installation of Traffic Calming Devices & investigation	<ul> <li>(3) Number of traffic calming devices constructed &amp;document</li> </ul>	R 500,000.00	Affected wards	Director IBS
	Reconstruction of streets	6 Kilometers of roads reconstructed	R 10, 000,000, 00.	Affected wards	Director IBS
o the er	Vosman Bridge	Vosman bridges with redirected stormwater	R 1,250,000.00	Ward 7	Director IBS
of	Purchase of dust control machine for Ogies	Operational Dust Control Machine	R2 500 000.00	Ward 30 & part of 32	Director: IBS
~	Hectorway Street & Stormwater Drainage	Kilometers of road reconstructed and stormawater upgraded	R3 000 000.00	Ward 17	Director IBS
Y	Construction of Access Roads	Kilometers of road reconstructed and stormawater upgraded	R10 000 000.00	Ward 3	Director: IBS
9	Mahlalela & Mashiya Streets	0.5 Kilometers of roads reconstructed and stormwater upgraded	R1 000 000.0000	Ward 3	Director: IBS

## **MIG FUNDED PROJECTS**

Projects LOCATION	sudget 10/11	,000,000.00	,000,000.00
Running Projects	Total Expenditure by MARCH 09/10	3,000,000.00	2,000,000.00
	Project Description	Construction of Roads in Emsagweni Phase 2	Construction of Roads and Stormwater at Thubelihle Phase 2
	No:	1.	2.

#### Issue 12: Transportation KPA: Infrastructure & Basic Service Delivery

#### **Problem Statement**

- Lack an Integrated Transport Plan.
- General need for the upgrading and expansion of the Emalahleni public transport system.
- Need for the formalisation of Emalahleni Taxi Industry.
- Building of Multi-Nodal Public Transport infrastructure to cater for 2010.
- Erection of drop off and loading zones for taxis.
- Establishment of Emalahleni Transport Section.
- Insufficient number of Transport Inspectors to do law enforcement regarding transport issues.
- Insufficient funding to meet transport needs.

#### **Objectives:**

- Possibility of formalizing informal structures on the hostel premises by incorporating these into the Hostels Upgrading Programme.
- Comprehensive Implementation Programme for the development of Empumelelweni, and strategy towards the installation/upgrading of bulk infrastructure.
- To finalise the principle of accommodating informal settlements in eMalahleni South locally, with specific focus on possibly utilizing Uthingo Park Phase 2 for this purpose. The housing needs of the adjacent mine can also be addressed as part of this initiative. (Maybe as a Joint Venture with the mine and Eskom (Duvha)).
- Formalization of Rietspruit (and Saaiwater) informal settlement in Rietspruit as part of a joint venture with the mine.
- Relocation of the Van Dyksdrift and surrounds informal settlements to Thubelihle or a new settlement in the immediate area. (Maybe as a Joint Venture with surrounding mines).
- Utilisation of smaller pockets of land within the urban area to create higher density institutional housing, which will also serve the need for rental stock in the area.

#### Strategy:

The municipality will commission the compilation of an Integrated Transport Plan to guide and direct future planning and investment in public transport in the municipality in a holistic, scientific manner, and which will ensure involvement of all stakeholders and the proper upgrading and control of additional public transport facilities.

#### PRIORITY UNFUNDED PROJECTS

Project	KPI	Cost	Location	Responsibility
Establishment of a	Completed	R100 000	For the	Director: Public
Transport Plan	Transport Plan		whole	Safety
			municipal	
			area	

#### Issue 13: Land Reform KPA: Infrastructure Service Delivery

#### **Problem Statement**

• The Land Reform projects take a long time to be resolved by the Land Commission and there is no Land Reform Sector Plan linked to the Municipal Spatial Development Framework.

Apart from facilitating and supporting the Land Claims processes in the Emalahleni area, the municipality also has a responsibility to ensure that land required for future urbanisation and economic activities not be transferred to claimants, but that they rather be compensated financially. Several farm portions that are relevant in this regard have been pointed out to the Land Claims Commissioner.

#### **Objectives:**

- To facilitate and support the successful settlement of land claims in the Emalahleni Municipal area.
- To formulate a strategy to assist the restitution beneficiaries as far as farming skills and management is concerned.

#### Strategy

The Emalahleni Municipality will provide comment, information, and advice as and when required in the Land Claims processes in the municipality in order to ensure the successful and satisfactory settlement of claims in the area.

#### **Projects:**

- The development of the Nkangala Area Based Plan which is funded by the Department of Rural Development and Land Reform which is aimed at:
  - Speeding up the pace of land Reform in order to achieve national and local land reform targets.
  - To contribute to enhanced economic development and contribute to the ASGISA targets.
  - To integrate land reform into provincial and municipal development frameworks.
  - To promote sector alignment: agriculture, LED, Integrated Sustainable Human Settlements, Tenure security/ upgrade linked to the Provision of Basic Services.
  - To promote the objectives of intergovernmental relations with municipalities and sector departments.

#### Issue 14: Housing KPA: Infrastructure & Basic Service Delivery

#### Background

#### (Source: Municipal Housing Plan)

The Emalahleni Municipality will promote integrated human settlements that are economically attractive to the private sector for investment, and that address the development principles listed below:

- a) Township development should be on well-located land that is close to work opportunities and that is affordable.
- b) Each development should have an income mix, a housing unit "type" mix and a housing tenure mix. Well-considered and sound town planning, urban design and financial planning should ensure that all property has a sound resale value and that a sustainable secondary housing market is promoted, i.e. a healthy "churn" factor.
- c) The income mix within each development should generate sufficient purchasing power to attract private sector investment, including commercial development.
- d) The cost of engineering services should be affordable. In this respect, the Municipality should seek mechanisms whereby external services contributions and top-up funding in respect of internal services for low and intermediate income housing, to meet the minimum norms and standards of the municipality, are shared between the municipality and the purchasers of housing products according to household income.
- e) Each development should be provided with a full complement of social facilities and amenities, and provincial service providers (e.g. health, education, welfare etc.) should align their programmes with the housing development programme of the Emalahleni Municipality.
- f) National, provincial and local government need to work with financial institutions, property developers, contractors and other key stakeholders in the housing industry in delivery upon the principles included in the Financial Sector Charter and the undertakings made in the MoU between the Department of Housing and the Banking Association of South Africa.

g) Community participation and liaison needs to be incorporated into the planning and delivery processes from inception.

#### **Problem Statement**

- Emalahleni Municipality is confronted with a huge housing backlog (± 4323 000 units) as a result of a continuous influx of people (job seekers) into the area.
- Location of Settlements at the periphery of Town
- Provision of amenities to ensure sustainable development

#### **Objectives:**

- Possibility of formalizing informal structures on the hostel premises by incorporating these into the Hostels Upgrading programme.
- To implementation a comprehensive programme for the development of Empumelelweni, and strategy towards the installation/upgrading of bulk infrastructure.
- To finalise the principle of accommodating informal settlements in eMalahleni South locally, with specific focus on possibly utilizing Uthingo Park Phase 2 for this purpose. The housing needs of the adjacent mine can also be addressed as part of this initiative. (Maybe as a Joint Venture with the mine and Eskom (Duvha)).
- Formalization of Rietspruit (and Saaiwater) informal settlement in Rietspruit as part of a joint venture with the mine.
- Relocation of the Van Dyksdrift and surrounds informal settlements to Thubelihle or a new settlement in the immediate area. (Maybe as a Joint Venture with surrounding mines).
- Utilisation of smaller pockets of land within the urban area to create higher density institutional housing which will also serve the need for rental stock in the area.

#### Local Housing Delivery Strategies and Implementation Programmes

#### Informal Settlement Formalisation Programme

As a first step in the Informal Settlement Formalisation Programme, the areas in the Emalahleni Municipality representing the major functional areas for the development of housing catering for the informal settlements should be identified and classified as such. In line with the Emalahleni Spatial Development Framework seven such areas have been identified and are the following:

- Lynnville
- Kwa Guqa/Hlalanikahle

- Pineridge/Klarinet
- South Eastern Suburbs
- Phola
- Ga-Nala-Rietspruit
- Van Dyksdrift/Emagalasini

The basic principle is that each of these areas should, as far as possible, cater locally for the local housing needs – either by way of in-situ upgrading and/or local relocations. The minimum number of long distance relocations should be allowed as such relocations usually disrupt the existing social cohesion within the area, and also dislocates people from where they work. In many such cases the solution is rather temporary in nature as informal settlement frequently reoccurs in the area from where people were re-located due to the inherent locational advantages of that specific site.

#### Lynnville

In the Lynnville area the Old Coronation (3134 units) and Santa Village (746 units) cannot be upgraded in-situ, but should be relocated and formalised as part of the ABSA Project in Klarinet. This implies that the Lynnville area will definitely utilise about 3870 of the 6000 capacity of the ABSA development.

The entire strip area along the northern border of Lynnville (areas 2,3 and 4) will be investigated for in-situ upgrading as will Mpondozankomo (area 6) and the Twala settlement (area 7). If these areas are found not to be suitable for development it would imply that these communities (2509 units) should also be relocated to the ABSA Project which would leave a deficit (6000 capacity – 6394 units to be relocated from Lynnville) of 394 units which would then have to be relocated from Lynnville to an alternative area like Empumelelweni.

#### KwaGuqa-Hlalanikahle

In the KwaGuqa-Hlalanikahle area the informal settlements will either be upgraded in-situ, or be relocated to the Empumelelweni Development Area which has capacity for about 12 000 units. At this stage it is certain that the following areas will be formalised in Empumelelweni:

		7726 units
•	C-Section (maybe)	<u>158 units</u>
	Total	7568 units
•	Empumelelweni	<u>6893 units</u>
•	Portion 81	31 units
•	Extension D	277 units
•	Squatters in Hlalanikahle X3	367 units

This implies that in a worst case scenario the Empumelelweni area would accommodate about 7726 units from the local backlog, which then leaves spare capacity of about 4274 units for either future growth and/or relocations from other parts of the municipality. At this stage it is anticipated that all other informal settlements within the KwaGuqa-Hlalanikahle area will be upgraded in-situ.

#### **Klarinet-Pineridge**

The Klarinet-Pineridge area has a very small local backlog (494 units) while the ABSA Project in the area could yield about 6000 units. It was indicated above that the Klarinet area would require between 3870 units and 6394 units from the ABSA Project depending on how many of the informal areas in Klarinet can eventually be upgraded in-situ.

The ABSA Project area has sufficient capacity to deal with the scenario of 3870 units relocated from Lynnville, and 494 units from the local backlog. This leaves a surplus capacity of about 1634 units which could be accommodated from elsewhere in the municipal area e.g. eMalahleni South.

#### **EMalahleni South**

The eMalahleni South area has a backlog of about 2500 units (2005/2007 counts combined) with the two largest settlements being Spring Valley (1149) and Duvha (880). At present there are no projects identified within this area to deal with the problem locally. The current line of thinking is, however, that the Spring Valley informal settlement should be partially or fully relocated to the ABSA Project in Klarinet. As indicated above the ABSA Project could have capacity for about 1634 units (which would be sufficient to accommodate the Spring Valley and Riverview Sewer Plant informal structures which totals 1394 units), but this is based on the assumption that most of the informal settlements in Lynnville can be upgraded in-situ.

This still leaves a surplus of informal structures in the eMalahleni South precinct comprising Duvha (880), Mgewana (136) and Wolwekrans (95). Apart from this the mine adjacent to the west of Uthingo Park is also urgently looking for additional housing stock.

It thus seems inevitable that a fairly large portion of land in the eMalahleni South area should be identified and earmarked for subsidised housing, rental stock and affordable bonded housing.

One option would be to reconsider the Uthingo Park Phase 2 Project and to develop the area into a typical Breaking New Ground 1 Project catering for subsidised and bonded housing, as well as institutional housing which would provide affordable rental units.

Such a development should be designed in such a way that it has a residential yield of at least 2500 units in order to accommodate the Duvha, Mgewana and Wolwekrans backlog; the adjacent mining needs; and possibly a surplus from the Spring Valley/Riverview informal settlements.

#### Phola

In the Phola area there are no major constraints to accommodating the existing backlog in the area. Oyko Vezi, the Moller site informal settlement and Siyabonga will be upgraded in-situ, while the Iraq (418) and Eziphokweni (199) informal settlements will be formalised on Phola X2 and X3 which has capacity for about 1011 units.

There are no other informal settlements in the surrounding areas which could be logically consolidated with Phola.

#### **Southern Areas**

As far as the southern area of Emalahleni is concerned, the Ga-Nala-Thubelihle and the Kinross Road informal settlements can be formalised in Thubelihle X4 and X5 which have excessive capacity.

The 220 units in and around Rietspruit should be consolidated locally, and apparently the mine indicated a willingness to participate in this initiative by way of a public-private partnership.

The Saaiwater informal settlement could be either formalised locally, or it can be consolidated with the adjacent Rietspruit initiative.

One alternative could be to relocate these 447 units to Thubelihle to the south, or to the eMalahleni South area around Uthingo Park. It is however questionable whether this will be successful as most of these people are employed on the local mines, which include TNC, Clydesdale, Springbok and Douglas. It is thus highly unlikely that such a move would provide a permanent solution to the problem while the mines are still active.

As an alternative Council could consider establishing a subsidised town in this area (perhaps around Van Dyksdrift) to collectively, accommodate workers from the surrounding mines. This could even be done as a joint venture with the mines. At the Housing Summit it was, however, indicated that Van Dyksdrift is to be demolished in a few years, and this strategy would thus not provide a long term solution.

It is suggested that the municipality enter into discussions with the relevant mining houses active in the area in order to formulate a long term solution to the problem.

#### Note:

It should be noted that all the project areas identified around eMalahleni City, Phola and Ga Nala as reflected in Table 9, and discussed in section 4.3.1 above, are in line with the priority areas for expansion indicated as Strategic Development Areas in the Spatial Development Framework for the municipality.

By implication these areas are best suited to accommodate future expansion of the municipality in terms of criteria such as availability of bulk infrastructure, land ownership, proximity to economic and social facilities, and environmentally "suitable" environments.

It is not within the ambit of this Municipal Housing Development Plan to compile a detailed Business Plan for each of the project areas identified, comprising engineering plans, detailed costs, environmental reports etc. Such detailed Business Plans will follow the approval of the overall Strategy as contained in the Municipal Housing Development Plan. What is important at this stage, however, is to note that all areas identified as potential project areas are serviceable, and are consistent with the SDF and IDP of the Emalahleni Municipality.

#### **Backyard Dwellings/Rental Demand**

As indicated in table 2 in this report there is an estimated 9465 backyard units in Emalahleni which also form part of the total backlog of 38 000 units. This is a common phenomenon throughout South Africa where it is estimated that there are currently about 1 million such units.

In many instances tenants of these units do not qualify for a housing subsidy (for a variety of reasons), or they reside in the area on a temporary basis (looking for work, contract worker etc.). As a result these tenants need rental accommodation and the backyard dwellings cater for this demand.

Government now acknowledges that informal rental landlords operate as an economic subsector within a housing sub-market. Overall, the income obtained by landlords from this market provides a critical survivalist or augmentation role on household incomes of the very poor, whose only real asset is their title to a house in a reasonable location. Generating an income is by far the greatest reason for landlords to start providing informal rental, and is an even larger reason for them to continue with this income generation strategy.

The implication of this is that backyard dwellings is a permanent feature in certain residential areas and should not be seen as a backlog which must be eradicated.

As a result a few pilot projects have been launched in Gauteng Province with the primary objective to formalise existing backyard units in-situ. In areas like Alexandra some new subsidised housing projects now include two rental units with a shared kitchenette and ablution facility on the same stand as the main house (see **Figure 21**).

This is a pre-active way of planning and designing for backyard units in order to enhance the long term sustainability of the total development.

Depending on the outcome of the first pilot projects this programme may be expanded to all provinces in South Africa in future, and this would include the Emalahleni Municipality. In the interim, however, the backyard dwellers in Emalahleni which qualify for subsidies should be incorporated into the housing projects associated with the eradication of informal settlements.

If the demand database of the municipality indicates a high demand for such rental facilities, then it would certainly be feasible to launch a similar pilot project for Mpumalanga Province in the Emalahleni Municipality.

#### **Multiple Family Accommodation**

Multiple family accommodation is another priority housing issue in Emalahleni and should be addressed by way of either new subsidised housing projects, or formalisation of backyard units, or institutional housing which provides rental stock. It is important that the multiple family accommodation needs to be registered on a database in order to ensure that these people also qualify as beneficiaries in new housing projects, and not only those residing in informal settlements.

#### **Hostel Conversions/ Redevelopment**

The conversion of existing hostels into family units and the installation of services as described below will take place in 4 existing hostels situated in the township of Ackerville and Tushanang of the former Kwa-Guqa, which now forms part of the greater Emalahleni.

The 4 hostels consisting of 28 blocks were constructed to accommodate 12 128 single persons in dormitories. The former Kwa-Guqa Town Council converted 12 blocks into 747 family units varying in size from 34m² to 59.8m². Funds for conversions of these hostel blocks were obtained from the following funding sources:

- Former Department of Manpower Resources
- Former National Housing Commission
- Former Highveld Regional Services Council

In the previous conversions very basic finishes were used as reflected as follows:

- Walls Brick and plaster with no paint applied
- No ceiling
- Floor concrete screed finish
- Bathroom Bath, toilet and cistern
- Kitchen sink unit and cold water tap
- Steel door frames
- Doors Masonite internal doors and finger jointed external doors
- Electrical wiring 254 units were internally electrically wired with lights and plugs in each room. A further 493 units were wired with a ready board.

To accommodate the increased capacity of water, sewerage and electricity it was also necessary to upgrade the internal water, sewer and electrical networks supplying the affected hostel blocks.

There are still 16 unconverted hostel blocks remaining, which are occupied either by families or single residents. The state of these unconverted blocks is of a poor quality and require large amount of funds for maintenance and repairs. It is estimated that these 16 blocks can be converted into ± 781 family units.

The aims and objectives are as follows:

- To convert the remaining 16 blocks into family flat units supplied with basic essential services (see scope of work);
- To ensure that where families are occupying the blocks to be converted, that such families receive tenure through sectional title of the converted family units;

- To ensure that where converted family units are to be occupied by single dwellers, rental for such units is to be charged;
- Using local contractors and emerging contractors for the installation of services and building works for the conversion of hostel blocks into family units;
- Job creation by specifying labour intensive construction methods in the tender documents;
- Empowerment and training where possible of all persons involved in the participative process throughout the project;
- To adhere as far as possible to the guidelines as stipulated in volume B, other housing assistance measures part two of the Hostel Redevelopment Programme;
- To establish the principle of payment for services amongst the hostel occupants;
- Conversion of 16 hostel blocks into approximately 781 family units with an average size of 50m²

#### Summary:

Total:	859 Flats
Phola Hostel:	<u>38 Flats</u>
Hostel IV:	276 Flats
Hostel III:	304 Flats
Hostel II:	57 Flats
Hostel I:	174 Flats

The 337 informal structures counted on the premises of the four hostels in Lynnville should be functionally integrated with the Hostel Upgrading Programme.

#### **Families on Farms**

The main objective of the Emalahleni Municipality will be to ensure that families living on farms have access to basic services like Water Tanks and VIP Toilets. People evicted from farms should preferably be incorporated into formal residential areas in either of the six Strategic Development Areas as illustrated on Figure 20. (Also refer to Programme 3 under section 4.4.1).

#### Social Housing in eMalahleni CBD

The development of new residential units in the CBD of eMalahleni City – either by way of brand new buildings on vacant sites, or the conversion of existing buildings into residential units, which would also contribute towards the Urban Renewal Programme for the CBD.

In terms of the CBD Development Plan residential developments comprising densities of more than 40 units per hectare (medium to high density), will be allowed and promoted in the zones numbered 3, 4, 6 and 7.

There is thus an opportunity to significantly increase rental stock in the CBD by way of Social Housing, and this initiative needs to be further investigated.

#### Infill Development on Council Owned Land (Gap Market)

Within the urban fabric of eMalahleni Municipality there are an extensive number of Council owned stands which could be utilised for medium to high density residential infill development.

Council could make these stands available to the private sector with an added incentive of relatively high density, but subject to the condition that a certain percentage of the units cater for the "gap market" i.e. people earning between R1500 – R7500 per month.

A similar approach could also be followed in the development of the 600 proclaimed stands in Highveld Park in the eastern suburbs of eMalahleni, all of which belong to Council.

#### **Integrated Residential Project Developments**

Supplementary to the proposed initiative under section 4.3.7 above, land can also be developed under the Integrated Residential Projects Development programme in terms of which vacant serviced stands can be made available for purchase to individuals who do not qualify for a housing subsidy. These stands are fully serviced (subsidised) and are sold by Council to, for example:

- people who previously owned a fixed residential property and thus do not qualify for a housing subsidy;
- single persons without financial dependents who do not qualify for a subsidy.

No specific developments are currently earmarked for this purpose, but it is suggested that this need be catered for in existing larger developments e.g. Empumelelweni, Phola X2/3, Thubelihle X4, 5 etc.

#### PROJECTS FUNDED BY DEPARTMENT OF HUMAN SETTLEMENTS:

Project Name	КРІ	Project Cost	Location
Construction of 226 residential	Hand-over of completed houses	R12 350 000.00	Ward 29
housing units in Empumelelweni	to 226 families.		
Construction of 100 residential	Hand-over of 100 completed	R5 500 000.00	Ward 15
housing units in Thushanang Ext. 4	houses.		
Construction of 76 community	Hand over completed	R47 000 000.00	Ward 15
residential units in Hostel 1	community residential units to		
	76 families		
Construction of 1 000 residential	Hand-over completed houses to	R55 000 000.00	Ward 12
housing units in Klarinet Integrated	1 000 families.		
Housing Project.			

#### **UNFUNDED PRIORITY PROJECTS:**

Project Name	КРІ	Project Cost	Location
Township establishment of	Completed township	R2 500 000.00	Ward 29
Empumeleweni Phase 3	establishment		
Installation of services in	Completed service installation	R500 000 000.00	Ward 29
Empumelelweni Phases 1,2 and 3			
according to Comprehensive			
Infrastructure Plan			
Rezone and densify Ga-Nala Ext. 17	Completed rezoning and	R350 000.00	Ward 25 &
	densification of Ga-Nala X 17.		26
Installation of services in Kwa-Guqa	Completed service installation	R6 000 000.00	Ward 7
Ext. 1	for Kwa-Guqa Ext. 1		
Installation of services in Thubelihle	Completed service installation	R14 000 000.00	Ward 27
Ext. 5	ready for top structure.		
Installation of sewer at Thushanang	Complete installation of sewer at	R1 500 000.00	Ward 15
Ext. 4	Thushanang Ext. 4		
Installation of pre-paid electricity	Installed water and electricity	R200 000.00	Ward 15
and water meters to 214 CRU units.	meters to 214 CRU units.		
Development of Ext 18: 100 stands	100 stands developed	2 205 400.00	Ward 6

#### Issue 15: Environmental Management, Parks and Open Space KPA: Infra-structure & Basic Service Delivery

(Source: Municipal Environmental Management Plan)

#### Background

#### Topography, hydrology and climate

The Emalahleni area is located on the Highveld plateau characterised by an undulating landscape without significant hills or ridges. It is located approximately 1 600 metres above sea level, with drainage occurring mostly in a northern direction. The main rivers in the area are the Klein-Olifants River, Olifants River, Wilge River and Rietspruit River, Steenkoolspruit and Brugspruit with the Rietspruit Dam, Doringpoort Dam and EMalahleni Dam being the major dams in the municipal area. The watercourses form part of the Olifants River drainage system, which flows into the Indian Ocean.

The landscape in the area is generally flat, with slopes of less than 1:30. This causes problems with the drainage of developments. Steeper slopes are found close to the rivers in the area. There is a wetland system with pete bogs in the Tasbet and Duvha area, which is considered to be extremely valuable and sensitive.

The area has a typical Highveld climate with warm summers and cold winters and frost is experienced on average approximately 30 days per year. Day temperatures are moderate (average 24.5 °C), due to the height above sea level. Due to the height, average winter daytime temperatures are generally low (19.2°C). The average rainfall in the area ranges between 700 and 750 mm per annum, with 65% of the rain occurring during the summer, mostly in the form of thunderstorms.

During the summer months, the primary wind direction is from the north or east, during autumn winds mostly occur from the east, while during winter the primary wind direction is from the south. There is a high percentage of wind calm periods, mostly during dry months. Wind direction is very important when the location of industrial areas or waste water works is considered, in this regard the Ferrobank industrial area is very suitably located.

236

#### Vegetation

The largest part of the Emalahleni Municipality is covered by Bankenveld, which is categorised as the only false grassveld type in the area. There are intrusions of Veld or Turf Highveld in the south. Mixed Bushveld and Sourish Mixed Bushveld veld types are present in the north.

#### Geology, Minerals and Soils

The southern part of the Emalahleni Municipality is underlain by more or less continuous coal development of the Karoo sequence. The area experienced significant erosion prior to the 1900s, caused by streams and floods. This resulted in deep crevices which exposed the underlying rock formations.

The subterranean levels in the area, known as the Mid-Ecca Group, were formed from the Karoo sequence and are located on a Dwyka conglomerate. The Karoo Supergroup consists of six different layers, with the fourth layer being the Mid-Ecca Group, where rich coal deposits were formed. The coal layers are more or less horizontal, except on the contact with the Waterberg Group, where the coal layers became exposed. Some of these layers were visible against the walls of the Steenkoolspruit and subsequently farmers started with the mining of coal for household purposes, as early as 1875. The mining occurred mainly in the areas to the west and south of where EMalahleni is located today.

The mining of these coal deposits led to the development of EMalahleni and the surrounding settlements. Five coal seams are present in different degrees of development throughout the area. In some areas the seams have been exposed and eroded, while the first mines exploited seams approximately 25 m underground.

Other minerals found in the area include flint, iron, gold, molibdenite, cobalt, pewter, iron oxide and malachite. Non-metallic minerals present in the area include:

- Sand suitable for glass production in the vicinity of the Tweefontein coal mine, which, if sifted correctly, could be used for the production of glass products;
- Felsite, which is mined in quarries east of EMalahleni by Anglo-Vaal Transvaal Quarries, used as construction material.
- Clay suitable for the production of bricks is found approximately 5 kilometres east of EMalahleni;
- Quartzite suitable for use in iron processing is found on the farm Eenzaamheid No 35, but is no longer mined.

The predominant soil type is Plinthic Cantena. There are intrusions of Red- Yellow Apedal (freely drained soils) in the south and Rock areas with miscellaneous land classes in the north. Glenrosa and/or Mispa forms are found east of EMalahleni (around the EMalahleni Dam) and in the south.

#### Impact of Mining Operations on the Environment

Coal mining led to the development of EMalahleni and many of the other settlements in the Emalahleni area. Coal mining in the area commenced in 1889 and the town of EMalahleni was established at around 1905. Coal mining has however had a significant impact on the natural environment, which is also impacting on the built and human environment.

Mining commenced in collieries between the 1900's to 1940's and was conducted in a coal seam which varies from approximately three to thirty metres deep. During this time, the mining methods used were bord and pillar mining, open cast mining was not considered at the time. At that time the size of coal pillars left were mostly decided on an unscientific method and some of these pillars were even halved and quartered when the reserves were completed, which resulted in a dangerous situation. It was only after the Coalbrook Mine disaster in Wales in 1963 where 361 persons had died when the pillars collapsed and had caused a major subsidence, that the size of the pillars and the stability of the workings were designed scientifically.

All of the early mines display extensive subsidence, making the land surface extremely dangerous, and even unsubsided ground must be considered structurally unsafe. Subsidence is attributable to a number of causes:

- Crushing of pillars in one or more seams, leading to large scale pillar collapses, or pillar runs, and creation of large saucer-like depressions;
- Relatively shallow working depths (often less than 20 m) and interaction of workings with soft overburden layers, leading to board failures and crown holes at surface; and
- Combustion of coal pillars, leading to an extremely irregular land surface.

The coal seams of the EMalahleni coalfield are susceptible to heating and spontaneous combustion, and the No. 1 and No. 2 seams ignite readily upon prolonged exposure to oxygen. At least six abandoned mines are known to be burning, and spontaneous combustion routinely affects operational opencast and underground mines. Similarly, coal discard dumps at these mines are also prone to ignition. The history in dealing with underground fires has shown that timely and correct action is very important to contain or extinguish the fires. The process is extremely expensive and if possible, existing underground fires must be controlled to prevent it from spreading and the starting of new fires must be avoided.

High-temperature exhaust fumes, containing oxides of sulpur (SOx) and other gases, are discharged by both underground and coal discard dump fires. Fumes from the large number of fires contribute significantly to the poor air quality in the EMalahleni area, which is further impacted by industrial emissions, domestic fires, traffic fumes and seasonal burning of grass.

A further problem is rain and surface water entering the underground workings and leaching out at the lowest laying areas as acid mine drainage. The Department of Water Affairs is taking action to address this situation, in terms of collecting seepage and correcting the pH levels, before releasing water into the rivers.

Details with regard to the extent of mining and pillars are in many instances non-existent or unavailable. Most mines worked on their own local survey system and history has proved that mine plans can be inaccurate by up to 30 metres.

Undermining affects large areas of the Emalahleni Municipality and certain areas of the EMalahleni Central Business District are actually undermined. Fires within the undermined areas

239

have approached close to industrial areas in the past and threatened the Ferrobank industrial area.

The need for expansion of the settlements in the Emalahleni area is now resulting in conflict between the hazards associated with the factors described above, and the dire need for land to accommodate growth and development. The development of informal settlements in hazardous areas is concerning. Women and children from these settlements have been found to mine the coal on old burning discard dumps and even enter into sinkholes to mine coal left in pillars, in order to make a livelihood.

Care must be taken to protect human lives and services in the EMalahleni area from the fires and sinkhole formations. While remedial action is very expensive and not the responsibility of the Emalahleni Municipality, the municipality should prevent settlement growth and expansion to hazardous areas and should take action to protect informal settlements already located in or close to hazardous areas.

The Departments of Water Affairs and Mineral and Energy Affairs are currently conducting a number of pilot studies on the T&DB mine aimed at finding economically feasible methods to secure or rehabilitate collapsing areas.

#### **Nature Reserves and Conservation Areas**

The only conservation area in the Emalahleni Municipality is the EMalahleni Nature Reserve, which was originally established as a recreation resort around the EMalahleni Dam. It was proclaimed as a nature reserve on recommendation of the former EMalahleni City Council in 1979. The reserve comprises two clearly distinguishable areas, namely the arboreous area along the Olifants River and the Highveld grassland area.

In 1991 the reserve was enlarged to ±900 ha by donations received from local business to protect the Rocky Highveld Grassland veld type with its associated bio-diverse fauna. Ecologically this was a great achievement, as only 1.38% of a total area of 240 633 km² of this veld type is presently protected in provincial or municipal nature reserves in Mpumalanga and

Gauteng. The EMalahleni Nature Reserve forms part of approximately 65% of this veld type, which is being lost due to industrialisation, mining, urbanisation and even agriculture to a lesser degree.

Although the reserve comprises only 35% of the woody (tree) species of land and is less species diverse than the rest of the Rocky Highveld Grassland in the vicinity of the Olifants River valley, the reserve contains a great wealth of biodiversity. This justifies the existence of such a small reserve. This also implies that careful management should be applied, such as an appropriate animal stocking rate to prevent overstocking and overgrazing. The extreme temperature occurring during winters could adversely affect the browsers (especially kudu), because of the lack of nutritive green protein-rich food.

The nature reserve is in the process of being enlarged from ±900 ha to ±1 600 ha through the incorporation of the adjacent land of Langamanzi into the greater Bankenveld Conservancy with the Bankenveld Estates housing project adjacent to the EMalahleni Dam. The action will provide more grazing for game, improved game-viewing and management as well as providing employment for local business and contractors.

#### **Problem Statement**

- Emalahleni Municipality experiences some severe environmental problems including underground fires, gas emissions, air pollution, water pollution and general environmental degradation due to mining activities.
- Open spaces get invaded by informal settlements.
- Parks are poorly maintained.

#### **Objectives:**

- To develop a new cemetery for eMalahleni which will address the shortage of burial space.
- To develop and maintain new parks in public open spaces zoned as parks, and improvement of existing parks.
- To initiate the development of an Air Quality Management Plan.
- To implement the recommendation of the Disaster Management Plan.
- To Outsource identified municipal parks and all public toilets. To conduct the preparatory work for the compilation of an Integrated Waste Management Plan for Emalahleni.

#### Strategies

- To ensure proper maintenance of identified municipal parks and all public ablution facilities by outsourcing to qualified service providers.
- Identification and purchase of suitable land for the development of a cemetery.
- Develop and maintain new parks and improve existing parks.
- Conduct preparatory investigation regarding ways and means to conduct an Air Quality Management Plan – maybe as a joint venture with mines and industries in the municipal area.

#### PRIORITY UNFUNDED PROJECTS:

Project Name	КРІ	Project Cost	Location
Purchasing of two ride-on lawn mowers.	Ride-on lawn mowers purchased and used.	R1 000 000	All wards
Purchasing of chain saws for cutting of trees	Chain saws purchased and used.	R100 000	All wards
Purchasing of two tractors and mounted with weed poison sprayers.	Tractors purchased and used.	R750 000.00	All wards
Purchasing of five grass cutting slashers	Slashers purchased and used.	R200 000.00	All wards
Development of Environmental Management Policy	New policy developed and submitted to Council.	R500 000.00	All wards
Development of an Air Quality Management Plan	Air Quality Management Plan developed and submitted to Council.	R650 000.00	All wards
Appointment of Professional service providers to compile an Environmental Management Policy for Emalahleni.	Environmental Management policy adopted by Council.	R500 000.00	Emalahleni All Wards.
Appointment of Professional Service Providers to compile Air Quality Management Plan.	Air Quality Management Plan adopted by Council.	R700 000.00	Emalahleni All wards.
Installation of a weigh-bridge at Leeuwpoort waste disposal site linked to a computer system.	Installed weigh-bridge.	R550 000.00	Emalahleni All wards.
Purchase of 2 x Load Lugger (RELs) vehicles for removal of refuse mass containers.	Vehicles purchased and used.	R1 200 000.00	Emalahleni All wards.

#### **ENVIRONMENTAL MANAGEMENT:**

#### **Issue 16: Solid Waste Management KPA: Infrastructure Service Delivery**

#### **Problem Statement**

- Shortage of adequate equipment for waste management.
- Poor Community awareness of concepts of waste management
- Unsecured Waste Disposal Facilities
- Insufficient Waste minimization, re-use, and recycling programmes.

#### **Objectives:**

- To render a sustainable, cost effective refuse removal service to all domestic premises in approved townships.
- To improve refuse removal service in informal settlements by way of establishment of Waste Management Committees and the implementation of holistic clean-up campaigns.

#### Strategies:

- To ensure that there is sufficient availability of refuse removal vehicles on daily basis.
- To ensure that sufficient and appropriate equipment are purchased for the department.
- To improve public awareness through waste management committees.
- To encourage and support community based environmental and cleanliness projects.
- To improve security at waste disposal facilities.
- To implement the recommendations of the Integrated Waste Management Plan.

#### **Projects:**

#### WASTE MANAGEMENT:

Project Name	КРІ	Project Cost	Location
Investigate and implement an	Fleet management and	To be	Emalahleni
effective fleet management &	maintenance strategy	determined	All wards
maintenance strategy.	implemented.		
Purchase of vehicle for	Vehicle purchased and used.	R375 000.00	Emalahleni
transportation of street sweepers			All wards
working night shift.			
Establishment of new waste	New waste disposal facility	R3 000 000.00	Wards 28, 29,
disposal facility for Ogies, Phola	developed and used.		30 & 31
and Wilge			
Establishment of a refuse transfer	Transfer Station completed	R15 000 000.00	Wards
station			18,20,21,22,24

### Issue 17: Local Economic Development & Job Creation KPA: Socio-Economic Development

#### Background

#### Retail

As far as retail is concerned, the eMalahleni CBD represents the largest single concentration of retail activity in the Emalahleni Local Municipality area. This is also the highest order activity node in the municipal area.

The second largest retail activity area is the CBD of Ga-Nala, with Ogies being the third largest. The CBD of Ga-Nala serves the southern part of the study area while the Ogies activity area serves mostly the western and central parts of Emalahleni. For the largest part of the Emalahleni Municipal area the EMalahleni CBD is the most accessible and highest order activity node. In EMalahleni town itself there are about seven secondary activity nodes, serving different communities locally.

Apart from these three regional concentrations of retail/business activity, most of the other towns and settlements in Emalahleni hold some smaller concentration of economic activities by way of shopping centres/spazas shops intended to serve people locally.

The prominence of the EMalahleni CBD as regional node should be protected and enhanced. The addition and/or expansion of other retail and office nodes should be limited to prevent further depletion of the EMalahleni CBD. Specific initiatives, such as urban regeneration projects and Business Improvement Districts (BIDs) should be undertaken to counteract urban decay. General improvements and maintenance of the public spaces in the CBD (road reserves, roads, signage, open spaces, public transport facilities, publicly-owned buildings) is also imperative to improve the image of the CBD.

#### Industrial

As far as industrial activity is concerned there are nine major industrial areas in the Emalahleni Municipal area, most of which are situated within or around EMalahleni town:

- The Ferrobank industrial area situated immediately to the northwest of the Lynnville residential area;
- Klarinet industrial area (relatively undeveloped) to the north of the EMalahleni CBD;
- Old Coronation west of the CBD, which is affected by undermining;
- the Rand Carbide industrial area situated in the central northern part of EMalahleni;
- EMalahleni X6 and X34 situated immediately south of the EMalahleni CBD;
- EMalahleni X25 industrial area which forms part of the southern residential areas of EMalahleni Town;
- the Naauwpoort industrial area which is situated on the southern part of the town along road R544;
- the Clewer/Highveld Steel industrial area to the west of town.

Undermining poses a constraint to the extension of many of the existing heavy industrial areas in and around EMalahleni and alternative options need to be identified.

Ga-Nala holds a small industrial/commercial area to the south of the CBD and there are initiatives to develop Ga-Nala X17 as a future industrial area. At present the potential of these two areas to become major centres of economic activity seem to be slim.

#### Mining

The largest part of the municipal area is underlain by coal deposits. Settlements and the railway infrastructure in the southern part of the Emalahleni Local Municipality were mainly constructed to serve the mining activities. The coal mining in the area serves primarily two functions: as source of energy for the power stations in the Emalahleni municipal area and adjacent; and to provide in the need of the export markets via Richards Bay harbour.

Mining is a very significant economic sector in the Emalahleni area, and it has become a major form giving element in terms of development constraints due to shallow undermining especially in the central, northern and southern portions of EMalahleni town. This has major implications in terms of correcting the distorted spatial pattern of EMalahleni town itself. There is a conflict between the mining operations and settlement development, especially in terms of the hazards associated with past mining operations, such as underground fires in old mines, seepage from mines and communities mining coal from remaining coal pillars and old coal dumps.

The Emalahleni Municipality has a limited role to play in terms of addressing these problems, and can mainly act in terms of the relocation and upgrading of informal settlements and monitoring of environmental hazards. The Mpumalanga Department of Environment and National Department of Minerals and Energy should however institute action in terms of ensuring the rehabilitation of hazardous or degraded areas and preventing further damage to the environment through mining operations.

#### Electricity

Emalahleni Local Municipality has four power stations situated within its area of jurisdiction. The first is the Kendal power station, which is situated immediately to the south of the N12 freeway in the vicinity of the western boundary of Emalahleni. To the south the Matla and Ga-Nala power stations are very important economic activities supporting the Ga-Nala residential area. The Duvha power station is situated a few kilometres to the east of eMalahleni town itself.

The power stations are resource based and have led to the development of dispersed settlements throughout the southern parts of the Emalahleni area. The long term maintenance costs makes the sustainability of these settlements questionable, especially after the lifetime of the power stations has expired (e.g. Wilge). The establishment of further dispersed settlements to support the mines and power stations should therefore not be encouraged; consolidation and extension of existing settlements should rather be promoted.

#### Agriculture

The areas between the mining activity, the power stations and the residential areas of Emalahleni are mostly utilised for agricultural purposes. Agricultural activities mostly comprise crop farming (especially maize) and cattle farming which is mainly focused in the areas towards the north of EMalahleni town.

Agricultural land around the settlements in the Emalahleni area is increasingly under threat, due to the need for urban expansion. The constraints posed by undermined land further increases the attractiveness of agricultural land for development. The agricultural land in Emalahleni is however considered to have high production value and potential, and should be protected as a scarce resource. In this regard, the consolidation and integration of dispersed settlements (e.g.

integration of Ga-Nala and Thubelihle) is proposed, as opposed to extension of the settlements

into pristine agricultural areas.

#### **Problem Statement**

- Inadequate tourism development activities within Emalahleni Municipality have a negative impact on tourism. The existing opportunities within the tourism sector are not fully exploited.
- Inadequate support of SMMEs leads to ineffective growth and sustainability of SMMEs.
- Insufficient support for emerging farmers leads to under utilisation of available agricultural land.
- Poor business relationships and common vision amongst business and other institutions leads to fragmented and unsustainable development.
- Insufficient marketing drive to attract huge investment.

#### **Objectives:**

- The following are the most salient objectives reflected in the Emalahleni LED Strategy:
- To promote and facilitate overall economic development within the Municipality in the areas of:
- Tourism Development
- SMME Development
- Emerging Farmer Development
- To accelerate interaction between the municipality and business community.
- To market Emalahleni Municipality as an investor friendly municipality.
- To identify poverty pockets and formulate means to address such.

#### Strategies:

In line with the objectives reflected above the municipality intends to develop a strategy and implementation programme in conjuction with Provincial Treasury and DEDET (Department of Economic Development & Tourism) aimed towards each of the following 7 pillars or sector plans of the LED Strategy:

- Develop tourism development strategy.
- Develop SMME support strategy.
- Develop an emerging farmers' support strategy.
- Develop industrial development strategy.
- Develop marketing and investment attraction strategy.
- Develop poverty reduction strategy.

- Develop job creation strategy.
- Identification of anchor project to enhance Local Economic Development.
- To develop a holistic economic development plan to ensure integrated economic development.
- Monitoring the the financial sustainability of supported SMMEs

#### **PROSPECTIVE FUNDED PROJECTS:**

#### Prospective Unfunded Project: LED

OBJECTIVE	STRATEGY	PROJECT	TARGET	KEY PERFORMANCE INDICATOR	PROJECT COST
To identify Development Projects to unlock local economic potential	Support Local Economic Development	Finalization of the LED Plan	July 2010	Final draft document compiled	R1 000 000
To establish a one-stop shop for all business research information	Provision of updated information in order to Enhance Local Economic Development	Establishmen t of a business information centre	July 2010	Completed business information centre	R300 000
To Facilitate support to emerging entrepreneurs	Provision of all business information to boost local entrepreneurs	Development of a data-base for all Guest houses within eMalahleni	Sept. 2010	Report on the Data- base	R50 000
	Capacity building to emerging entrepreneurs	Training of emerging farmers Business Skills Development	Sept. 2010 Dec. 2010	Number of emerging farmers trained Number of emerging entrepreneurs trained	R200 000
To encourage information sharing between sectors of business	Facilitation of interaction between business	Monthly LED Meetings	Monthly	Number of meeting held	R100 000

#### **Xstrata Coal Projects**

	Enterprise Development and Job Creation	Amount Estimated per
		Project
1	MTC Construction	R500 000
2	Poultry Farming	R500 000
3	MK Metals	R500 000
4	RAJ Construction	R250 000
5	Penuel Nathi Ventilation Walls	R1 200 000
6	Coffin Manufacturing (Kwa-Guqa)	R1 000 000
7	Canteen Establishment	R1 000 000
8	Commercial Farming	R1 600 000
9	Feasibility Studies	R500 000
10	Jewellery Project	R200 000
Sub-T	otal	R8 250 000

Mine Complex	Project Name	Category	Location	Status	Commitment
Goedgevonden	Ogies	Infrastructure	Ogies	Implementation	R3.5 m
(GGV)	GV) Hawkers			stage	
	Stalls				
	Jewellery	Enterprise	KwaGuqa,	Ongoing	R250 000
	project	development	Vosman		
		and job			
		creation			
Tweefontein	MK Metals	Enterprise	TFN	Ongoing	R900 000
(TFN)		development	Complex		
		and job			
		creation			
	High Mast	Infrastructure	Phola	Implementation	R1.5 m
	Lights	development		stage	
Impunzi (IMP)	Multipurpose	Infrastructure	Klarinet	Implementation	R7.5 m
	Community			stage	
	Centre				
	Vosman	Infrastructure	Vosman	Implementation	R1.5 m
	Water			stage	
	Reticulation				
	System				
	Canteen	Enterprise	IMP	Ongoing	R100 000
	establishment	development	Complex		
		and job			
		creation			
Southstock	Rietspruit	Infrastructure	Rietspruit	Ongoing	R5 m
(SS)	sewage				
	system				

			Total	R22 250 000
	creation			
project	and job			
farming	development	Farms		
Commercial	Enterprise	Xstrata	Ongoing	R2 m
upgrading				

#### Exxaro Matla Coal Projects

	Project	Amount Estimated per	
		Project	
1	Purchase/ manufacturing of 5x veld fire trailers	R150 000.00	
2	Purchase /manufacturing of one towing vehicle	R280, 000,00	
3	Hydrophonics farming project	R1 526 275	
4	Establishment of ten Engineering related SMME's	R 503 485	
5	Greening of Emalahleni	To be determined	
6	Establisment of 50 SMME's outlets in Thubelihle or using a	R2 970 240	
	committed funds in a housing project in Ganala/ Thubelihle		
7	Partner with Emalahleni Municipality on selected Human		
	Resource Development interventions (will use current		
	resources available)		
Sub-T	otal	R5 430 000	

#### Shanduka Coal Projects

	Project	Amount Estimated per	
		Project	
1	Jewellery manufacturing	R500 000	
2	Hlalanikahle Storm Water Drainage System	R2 000 000	
Sub-T	otal	R2 500 000	

The following project will be undertaken by Kriel Colliery

PROJECT NAME	LOCATION	BUDGET	2008/2009	2009/2010	2010/	2011/2012
	WARD				2011	
Agr-Rennaissance farming project	Ward 25,26 &27	R3,900,000		R3,900,000		

#### Issue 18: Youth Development KPA: Socio-economic Development

#### **Problem Statement**

- The lack of Technical Skills, Unemployment, Access to Tertiary Education, prevalence of HIV/Aids and other communicable deseases adversely affect the development of Young people in Emalahleni and the surrounding areas.
- Lack of SMME Development and Training is also a challenge, as most of the emerging entrepreneur are the Youth.

#### **Objectives:**

- Ensure that mainstream policies function effectively and curb the marginalisation of young people In line with provincial and national Provincial Strategies.
- Strengthen the capacity of key youth development institutions and ensure integration and/or alignment of youth development programmes with different government departments in the delivery of youth services.
- Create a safe environment free from discrimination, abuse, and violence in which young people feel protected.

#### Strategies:

• To formulate and implement integrated youth development strategy that will respond to the challenges facing young people of Emalahleni.
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RESPONSIBILITY	YOUTH MANAGER YOUTH MANAGER		YOUTH MANAGER	MANAGER	YOUTH MANAGER	YOUTH MANAGER	YOUTH MANAGER
LOCATION	ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS
PROJECT COST	R 50 000	R 300 000	R 100 000	R 350 000	R 250 000	R 200 000	R 600 000
KPI	The number of young people participated in the Programme.	The number of annual sports tournament held per sporting code.	The number of awareness programmes held.	The number of learners and students assisted.	The number of illegal dumping sites converted into parks.		The number of youth organization supported. To record and document youth activities.
PROGRAMME / ACTIVITY	Voluntarism Programme	Annual Sports and Recreation Progams(Various sporting codes)	Health promotions and HIV/AIDS	Educational Support(Mayoral bursary)	Environmental Initiatives (Groups)	Career Expo	Youth Month Programme
OBJECTIVE	To increase citizen participation amongst young people.	Ensure maximum participation of young people in various sporting codes.	To build a healthy youth through health and social awareness programmes.	To financially assist students and learners from needy families.	To support and capacitate youth Enviro –groups.	To expose students and learners to various career path in different fields.	To develop a proper Youth Month programme

PROSPECTIVE UNFUNDED PROJECTS: YOUTH DEVELOPMENT

YOUTH MANAGER	YOUTH MANAGER	YOUTH MANAGER	YOUTH MANAGER	YOUTH MANAGER	YOUTH MANAGER	YOUTH MANAGER	YOUTH MANAGER	YOUTH MANAGER
ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS	ALL WARDS
R 50 000	R 400 000	R 500 000	R 100 000	R 250 000	R 300 000	R 500 000	R 50 000	R 500 000
The number of cultural groups represented in the Arts festival.	Adoption of the strategy by the Council	The number of sustainable projects to be implemented.	To document the number of organization during the awareness programme.	The number of workshops to be held.	To profile skills development programme undertaken.	The number of young people recruited	The number of meetings held annually.	The number of YAC established.
Cultural Youth Festival National arts festival	Integrated Youth Development Strategy	Income Generating Projects (Sustanainable)	Civic Education	Capacity Building for youth structures(SAYC)	Skills development Programme	Learnerships and Internship	Youth Development Forum	Youth Advisory Centre(s)
To promote and expose various cultural activities amongst the youth.		To enhance youth entreneurship.	To educate, capacitate and create awareness amongst young people towards 2011 local elections.	To provide organizational and leadership skills amongst youth structures.	To increase and equip the number young people with various skills	To develop various skills and reduce unemployment amongst young people.	To promote stakeholder engagement amongst youth structures.	To promote access to information.

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	wards		MPCCs and Youth Centres	YDA	
	To benefit all		being rolled out at the	MPCCs in collaboration with the	
YOUTH MANAGER		None	Number of programmes	To develop Youth Centres and	
	wards				
	To benefit all	None	<b>Centres Established</b>	Centres	
YOUTH MANAGER			Number of Rehabilitation	Establishment of Rehabilitation	
		NOne		Recruitment	development of the Youth
YOUTH MANAGER	ALL WARDS		though the programme	Programme for learneships &	Partmenerships for the
			Number of Beneficiaries	PPP Youth Development	To forge Public Private

## SECTION I SPATIAL DEVELOPMENT FRAMEWORK

(Extracted from the Municipal Spatial Development Framework)

In order to rectify the distortions that were created by the previous institutional dispensation, there are a number of priority interventions for all spheres of government to address as part of a major restructuring and transformation process. In the case of local authorities, the priority interventions to be dealt with and which need to be addressed during the next few years are the following:

- Organisational restructuring;
- Financial viability improvement;
- Social upgrading and upliftment;
- Spatial restructuring;
- Service and infrastructure upgrading; and
- Economic development and job creation.

Spatial Development Frameworks became the primary tool to deal with the spatial restructuring component mentioned above. It does, however, also link to most of the other elements listed.

In terms of Government Gazette No. 22605 dated 24 August 2001, a Spatial Development Framework of an Integrated Development Plan should at least achieve the following objectives:

- a) to give effect to the principles of land development as contained in chapter 1 of the Development Facilitation Act (Act 67 of 1995);
- b) to set out objectives that reflect the desired spatial form of the municipality;
- c) to **contain strategies and policies** regarding the manner in which to achieve the objectives referred to above, which strategies and policies must:
  - indicate desired patterns of land use within the municipality;
  - address the spatial reconstruction of the municipality; and

- provide strategic guidance in respect of the location and nature of development within the municipality
- d) to set out basic guidelines for a land use management system in the municipality;
- e) to set out a capital investment framework for the municipality's development programmes;
- f) to contain a strategic assessment of the environmental impact of the spatial development framework;
- g) to identify programmes and projects for the development of land within the municipality;
- h) to be aligned with the Spatial Development Frameworks reflected in the Integrated Development Plans of neighbouring municipalities; and
- i) to provide a **visual representation of the desired spatial form** of the municipality, which representation -
  - will indicate where public and private land development and infrastructure investment should take place,
  - will indicate desired or undesired utilisation of space in a particular area,
  - will delineate the urban area,
  - will identify areas where strategic intervention is required; and
  - will indicate areas where priority spending is required.

The Land Development Principles as contained in Chapter 1 of the Development Facilitation Act referred to above (see paragraph (a)) are the following:

- Promote the integration of the social, economic, institutional and physical aspects of land development;
- Promote integrated land development in rural and urban areas in support of each other;
- Promote the availability of residential and employment opportunities in close proximity to, or integrated with each other;
- Optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- Promote a diverse combination of land uses;
- Discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;

- Contribute to the correction of the historically distorted spatial patterns of settlement in the Republic;
- Encourage environmentally sustainable land development practices and processes;
- Promote land development which is within the fiscal, institutional and administrative means of the Republic;
- Promote the establishment of viable communities;
- Meet the basic needs of all citizens in an affordable way; and
- Ensure the safe utilisation of land by taking into consideration factors such as geological formations and hazardous undermined areas.

The above principles provide the broad policy framework of National Government which guide provincial and local authorities in their policies and decision-making. It is therefore national policy in South Africa to promote compact cities with high densities and to correct historically distorted spatial patterns of settlements emanating from the past. It is also policy to promote a diverse combination of land uses where residential and employment opportunities are in close proximity with an efficient public transport system, and to see to the establishment of viable communities. The fundamental principle is to promote sustainable development i.e. finding a balance between the natural, social and economic environment. This definition is also in line with the Local Agenda 21 Principles.

The national Land Use Management Bill of South Africa puts forward principles to influence spatial planning, land use management and land development. It also provides for national and regional land use frameworks as well as provincial and municipal frameworks, implying that a package of plans will be undertaken from national to municipal level to direct land use management, while providing for uniform regulation of land use management.

The general principle endorsed by this Bill is that spatial planning, land use management and land development must promote and enhance –

- equality;
- efficiency;
- integration;

- sustainability; and
- fair and good governance.

These aspects form the essence of the principles promoted by the Development Facilitation Act, 67 of 1995 and Municipal Systems Act, 32 of 2000 and would result in a radical change as far as the mechanisms pertaining to land use management and land use applications are concerned.

This document sets out the Spatial Development Framework of the Emalahleni Local Municipality, which is a component of the Integrated Development Plan of the Municipality. The Spatial Development Framework adheres to the objectives of spatial restructuring as well as the principles and legislative guidelines set out above.

#### **DEVELOPMENT OBJECTIVES**

The following objectives are set for the spatial development of the Emalahleni Local

Municipality:

- To consolidate and integrate the fragmented urban structure of the EMalahleni complex;
- To define a clear settlement hierarchy and consolidate the dispersed rural settlements in the area and optimise existing resources;
- To optimise service delivery to the entire community by way of the establishment or formalisation of multi-purpose service delivery centres throughout the area;
- To protect and enhance the natural environment;
- To identify areas for the growth and expansion of residential uses and economic activities, based on existing development needs;
- To strengthen the spatial structure of EMalahleni by clearly defining a hierarchy of nodes and activity spines; and
- To provide principles for land use management by broadly defining desirable and undesirable land uses.

### The Establishment of a Functional Settlement Hierarchy for the Emalahleni Municipal Area

The EMalahleni town represents the core area/gravity point in the Emalahleni Local Municipality, representing approximately 70% of the total population of the municipality as well as the majority of economic activity within the region.

The other towns and settlements of strategic significance in the Emalahleni Local Municipality include the following:

- Clewer, which is a predominantly mining community with some agricultural holdings to the west, and a local industrial area and the Highveld Steel industrial complex which is situated a few kilometres to the north thereof;
- the Wilge residential area which is privately owned and which was formerly part of the Wilge power station. At present this town has no economic base;
- the Phola residential area which is situated immediately to the north of the N12 in the western part of the study area and which accommodates a large concentration of disadvantaged people. This town also has a very limited economic base;
- the town of Ogies which is about the third largest centre of activity in the Emalahleni Municipal area and which mainly exists as a result of the fact that the railway network linking Maputo harbour, Richards Bay harbour and Johannesburg to one another, converges at the town. Although it has a relatively small residential component Ogies holds a fairly large number of economic activities;
- Rietspruit which is a former mining town which currently comprises approximately 900 residential units and which has a small retail node in the central part of the town;
- the town of Ga-Nala, which is the southern most town in the Emalahleni Local Municipality area and mainly exists because of the Matla and Ga-Nala power stations, both of which are

situated a few kilometres to the west of Ga-Nala. Apart from EMalahleni, this is the town with the strongest economic base in Emalahleni Local Municipality;

- the Thubelihle residential settlement which is situated about two kilometres to the north of Ga-Nala and which was historically developed as the black town of Ga-Nala;
- the TNC / Clydesdale / Van Dyksdrift / Douglas / Springbok / Wolwekrans complex of settlements related to mining and railway activity in the southeastern part of the area. These settlements are all located in a linear pattern from south to north along route R544 towards EMalahleni; and
- Balmoral situated on the N4 on the western edge of the jurisdictional area comprising a railway station and a few houses.

In terms of the settlement hierarchy, EMalahleni will remain the highest order settlement in the Emalahleni area, both in terms of population and function. Approximately 90% of the population in Emalahleni resides in the settlements in the municipal area, with only 10% of the population residing in the rural area. In terms of the overall development philosophy, it is thus proposed to focus capital investment and service delivery in the settlements in the municipal area, to ensure that the largest part of the population is reached. The settlements are distributed through the area and therefore the rural population will have access to services provided at these settlements.

The dispersed nature of these settlements however makes the cost effective delivery of engineering services very difficult. The sustainability of some of these settlements is questionable, seeing that the lifelines of the settlements, such as the mines or power stations have closed down. It is however imperative to protect the capital investment in these settlements through upgrading and maintenance of engineering services, roads, road reserves

261

and open spaces. Projects to encourage the development of a local economy and enhance the sustainability of these settlements should be encouraged.

### EXECUTIVE SUMMARY: EMALAHLENI MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

# Salient features, opportunities and constraints of the Emalahleni Municipal Area

The Emalahleni Municipality is and its primary urban centre, EMalahleni, is located in a favourable position in terms of the regional road and rail network. The municipal area is traversed by the N4 Maputo Corridor and EMalahleni is situated at the junction of the N4 and N12 freeways from the City of Tshwane and City of Johannesburg respectively. The railway line from Johannesburg to Maputo runs parallel to the N12 freeway through EMalahleni. This provides the municipal area with access to the markets of Gauteng, Mpumalanga and Maputo.

The rich coal reserves in the area led to the development of EMalahleni and created opportunities in the mining and electricity sectors. The smaller towns in the municipal area serve as service centres for the agricultural sector or were established at mines or power stations. There are high levels of urbanisation in the Emalahleni Municipality with distinct population concentrations. Almost 70% of the population resides in EMalahleni and a further 20% resides in the smaller towns in the municipal area, with only 10% of the population residing on farms in the rural area. By focusing capital expenditure and services in the urban centres, 90% of the population can be reached.

The municipal area has considerable potential in terms of valuable agricultural land and opportunities for agri-processing and export of agricultural produce, specifically in light of its proximity to the Maputo Corridor and markets. The growing industrial and commercial sectors are placing an increased demand on EMalahleni for additional serviced land, while strong residential growth is also experienced in all segments (low cost/subsidised housing as well as market-driven developments in the middle and high income groups).

The greatest challenge for the Emalahleni Municipality lies in finding suitable land to accommodate urban growth and expansion around existing towns. This is mainly due to the constraints posed by past mining operations and mining rights. Prime agricultural land is thus continuously under threat to accommodate urban growth.

The dispersed nature of settlements, especially former mining towns, makes these difficult and expensive to service and maintain, hence placing a high financial burden on the municipality. The long term sustainability of some of the towns is questionable, seeing that the mines and power station which were their lifelines have closed down.

The greatest challenge in terms of socio-economic development for Emalahleni lies in addressing the high poverty and unemployment rates, seen in light of the fact that 24% of the population lives below the breadline. Low education and skills levels exacerbate these problems. Addressing the significant housing backlog remains one of the biggest problems in Emalahleni, especially as some informal settlements are affected by hazardous conditions caused by past mining operations.

### 1. Emalahleni spatial development framework

The Spatial Development Framework for Emalahleni comprises two levels of frameworks, namely:

- The Municipal Spatial Development Framework. This plan was compiled at regional scale and is intended to provide a strategic regional perspective for the Emalahleni Local Municipality area as a functional entity.
- Local Spatial Development Frameworks. Individual plans were prepared for the various towns in the municipal area, with specific proposals and guidelines at local level.

The section below provides a summary of the Municipal Spatial Development Framework. It is however essential to refer to the Local Spatial Development Frameworks for detailed information about the towns in the Emalahleni municipal area.

#### 2.1 MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

The proposed Municipal Spatial Development Framework is described in terms of the following strategic points of departure or development principles:

# 2.1.1 The Establishment of a Functional Settlement Hierarchy for the Emalahleni Municipal Area

The EMalahleni town represents the core area/gravity point in the Emalahleni Local Municipality, representing approximately 70% of the total population of the municipality as well as the majority of economic activity within the region. There are seven other settlements or concentration of settlements distributed throughout the municipal area, with approximately 20% of the population residing in these. Only approximately 10% of the population of the Emalahleni Municipality resides in the rural area.

The following principles will be applicable in terms of the settlement hierarchy:

- EMalahleni will remain the highest order settlement in the Emalahleni area, both in terms of population and function.
- Focus capital investment and service delivery in the settlements in the municipal area, as 90% of the population is concentrated in these settlements, which are distributed through the area.
- Protect the capital investment in the smaller settlements through upgrading and maintenance of engineering services, roads, road reserves and open spaces. Projects to encourage the development of a local economy and enhance the sustainability of these settlements should be encouraged.

#### The Optimal Utilization of the Development Potential of all Economic Sectors

#### a) Retail

As far as retail is concerned the EMalahleni CBD represents the largest single concentration of retail activity in the Emalahleni Local Municipality area. This is also the highest order activity node in the municipal area. The second largest retail activity area is the CBD of Ga-Nala, with Ogies being the third largest.

The prominence of the EMalahleni CBD as regional node should be protected and enhanced. The addition and/or expansion of other retail and office nodes in EMalahleni should be limited to prevent further depletion of the EMalahleni CBD. Specific initiatives, such as urban regeneration projects and Business Improvement Districts (BIDs) should be undertaken to counteract urban decay. General improvements and maintenance of the public spaces in the CBD (road reserves, roads, signage, open spaces, public transport facilities, publicly-owned buildings) is also imperative to improve the image of the CBD.

#### b) Industrial

As far as industrial activity is concerned there are nine major industrial areas in the Emalahleni Municipal area, most of which are situated within or around EMalahleni town. Undermining poses a constraint to the extension of many of the existing heavy industrial areas in and around EMalahleni and alternative options need to be identified. Serviced industrial areas in the smaller towns should also be promoted.

#### c) Mining

Mining is a very significant economic sector in the Emalahleni area, and it has also become a major form giving element in terms of development constraints due to shallow undermining. This has major implications in terms of correcting the distorted spatial pattern of EMalahleni town itself. The Emalahleni Municipality has a limited role to play in terms of addressing these problems, and can mainly act in terms of the relocation and upgrading of informal settlements and monitoring of environmental hazards. The Mpumalanga Department of Environment and National Department of Minerals and Energy should however institute action in terms of ensuring the rehabilitation of hazardous or degraded areas and preventing further damage to the environment through mining operations.

#### d) Electricity

The Emalahleni Local Municipality has four power stations situated within its area of jurisdiction. The power stations are resource based and have led to the development of dispersed settlements throughout the southern parts of the Emalahleni area. The long term maintenance costs make the sustainability of these settlements questionable, especially after the lifetime of the power stations has expired (e.g. Wilge). The establishment of further dispersed settlements to support the mines and power stations should therefore not be encouraged; consolidation and extension of existing settlements should rather be promoted.

#### e) Agriculture

The areas between the mining activity, the power stations and the residential areas of Emalahleni are mostly utilised for agricultural purposes. Agricultural land around the settlements in the Emalahleni area is increasingly under threat, due to the need for urban expansion. The constraints posed by undermined land further increases the attractiveness of agricultural land for development.

267

The agricultural land in Emalahleni is considered to have high production value and potential, and should be protected as a scarce resource. In this regard, the consolidation and integration of dispersed settlements (e.g. integration of Ga-Nala and Thubelihle) is proposed, as opposed to extension of the settlements into pristine agricultural areas.

#### The Proper Management and Conservation of the Natural Environment

In terms of the protection of the environment, it is important to establish an open space network throughout the municipal area, to protect natural areas. This should be achieved by protecting and linking the open spaces along rivers and streams within 1:100 year floodline from development. Protection and management of the drainage system are also essential and should be achieved through proper stormwater design and management measures.

In the development of new settlements land should be set aside for use of parks and recreational areas. The land set aside for this purpose should be functional and should be linked to the open space network.

At regional scale it is proposed that the area around the EMalahleni Dam to the east of the town be managed as a Conservation Precinct by allowing only eco-sensitive development to take place in the area. Mining and industrial activities caused significant damage to the natural environment of Emalahleni and as a result, the aesthetic quality of the municipal area is generally very low. The area around the dam holds some potential to improve this situation.

268

Unfortunately, only small portions of land around the dam enjoy statutory environmental protection, and therefore it is suggested that Council, as a policy, deal with and manage the entire area around the dam as a single Conservation Precinct. This aspect is dealt with in detail in the EMalahleni Spatial Development Framework.

An overall Strategic Environmental Assessment of the Emalahleni area is required, to assist with the identification and management of sensitive environmental areas and provision of guidelines for settlement planning and environmental scoping processes.

### 2.1.4 The Establishment of Service Delivery Centres to Serve the Entire Community

There are eleven proposed Service Delivery Centres in Emalahleni which includes four such centres in EMalahleni town, as well as one in Wilge, Phola, Ogies, Rietspruit, Ga-Nala, Thubelihle and Van Dyksdrift respectively. The location and spatial distribution of these Service Delivery Centres ensure that more than 95% of the population of the Emalahleni Local Municipality is within easy reach (± 10 kilometres) of a range of basic community services and facilities.

### 2.1.5 Effective Management and Maintenance of Transportation Infrastructure to Enhance Local Economic Development and to Establish Internal and External Functional Linkages

The major issues around transport in the area are not the construction of any additional road infrastructure, but rather the proper maintenance of the existing road infrastructure which are very valuable assets to the municipality. Maintenance of the roads and road reserves is especially important in the smaller settlements and in the rural areas.

As far as the regional transportation network is concerned the most prominent feature in the Emalahleni municipal area is the N4 freeway which runs from east to west through the central part of EMalahleni town and which represents a portion of the Maputo-Walvis Bay development corridor. One of the major challenges to Emalahleni will be to find ways and means to benefit from the fact that this corridor runs through its area of jurisdiction.

The railway line and Middelburg Road (N4 Y3) which run parallel to the N4 pose the opportunity for the development of an activity spine or corridor between EMalahleni and Middelburg. In addition to the N4, the other major strategic freeway through the area is the N12 which links EMalahleni town to the City of Johannesburg and the remainder of the Witwatersrand area.

Apart from these two freeways there is a range of other major routes running through the Emalahleni Local Municipality resulting in the entire area being well served by a grid-like network of road infrastructure (both north-south and east-west movement desire lines are well covered). The railway lines run through most of the settlements in the Emalahleni area and the more intensive use of the railway lines for commuter transport and freight services will have a positive effect on the economy of the area as a whole.

As far as air transport is concerned the major feature in the Emalahleni Local Municipality is the EMalahleni aerodrome which is situated in the eastern part of the Klarinet development.

### To Focus Resources Towards Strategic Intervention Areas and Priority Investment Areas in Emalahleni

In terms of investment at municipal (regional) scale, priority should be given to areas or projects which would benefit a large proportion of the population or marginalised groups. Strategic Intervention is also required to achieve specific goals for the development of an area.

#### The following Strategic Intervention Areas have been identified in Emalahleni

- EMalahleni CBD Regeneration: Dedicated investment is required to enable the regeneration of the CBD. The main objective of the regeneration programme should be to restore the confidence of the private sector (both as producer and consumer) through the creation of a sustainable property market and to restructure/diversify the local economy.
- Ga-Nala and Ogies CBD: Maintenance and Upgrading: Ga-Nala and Ogies serve as rural service delivery centres to the Emalahleni area. The most pertinent issues to be addressed include general improvements and maintenance to roads, road reserves, parks, open spaces, taxi ranks and signage.
- Development of local activity nodes in Lynnville, Kwa-Guqa, Pine Ridge and Phola: The development of nodes in these areas should be actively promoted and encouraged through dedicated interventions.

Priority Investment Areas have been identified in Emalahleni.

- Implementation of Pilot Projects: Multi Purpose Service Delivery Centres: The development of Multi Purpose Service Delivery Centres throughout the Emalahleni area should enjoy high priority in terms of investment in the Emalahleni area. It is necessary that the municipalities prioritise the proposed MPSDCs and identify some pilot projects to initiate the process. Business plans should be compiled for the pilot projects.
- Upgrading of Informal Settlements: The Blesboklaagte/Klarinet area has been earmarked as suitable for residential development and the relocation of these settlements to this area is currently being considered. A development framework plan for this area is also underway.

The second large informal settlement to be dealt with is the Enkanini Settlement which is situated west of Kwa-Guqa. Although there is a watershed which would make the provision of engineering services very costly, there are no viable alternatives for the relocation of the settlement, therefore the formalisation and upgrading thereof should be undertaken as a priority.

Two other informal settlements that would require attention in the short term is the one at Duvha, and the one at Van Dyksdrift. Indications are that it would not be viable to upgrade the settlements in their current location.

#### LOCAL DEVELOPMENT FRAMEWORKS AND GUIDELINES

Local Spatial Development Frameworks were prepared for the following areas within the Municipality and should be referred to for more detailed proposals and guidelines:

- eMalahleni town;
- Ga-Nala and Thubelihle;
- Ogies
- Phola;
- Clewer;
- Rietspruit;
- Wilge; and
- TNC / New Clydesdale / Van Dyksdrift / Springbok / Douglas/ Wolwekrans / Duvha Complex.

## **SECTION J:**

### **PERFORMANCE MANAGEMENT SYSTEM**

#### 4.1 Performance Management

As reflected in section 3.1 of this document the Emalahleni Municipality opts for the Balanced Scorecard Performance Management System in line with that adopted by the Nkangala District Municipality and which is briefly highlighted below:

The Minister for Provincial and Local Government promulgated and prescribed General Key Performance Indicators under Government Notice R.796 dated 24 August 2001. These Performance Indicators are as follows:

- the percentage of households with access to basic level of water sanitation electricity and solid waste removal;
- the percentage of households earning less than R1100 per month with access to free basic services;
- the percentage of a the Council's capital budget actually spent on capital projects identified for a particular financial year in terms of Council's Integrated Development Plan;
- the number of jobs created through Council's local economic development initiatives including capital projects;
- the number of people from employment equity target groups employed in the three highest levels of management in compliance with Council's approved employment equity plan;
- the percentage of Council's budget actually spent on implementing its workplace skills plan; and
- financial viability:

It should be noted that some of the indicators prescribed by the Minister cannot be included in the Performance Management System of Council as they represent functions or areas not under the control of Council. They have, however, been included in the schedule of key performance indicators with an indication that they are not applicable at present. Once the powers and functions of Council have been finalised they will be included and reported on as prescribed.

The Municipal Systems Act also requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their IDP
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance
- 4.1.1 Objectives of the performance management system of the Emalahleni Local Municipality
- i) To facilitate increased accountability
- ii) To facilitate learning and improvement
- iii) To provide early warning signals
- iv) To facilitate decision-making

#### 4.3.2 Principles Governing Performance Management

The following principles inform and guide the development and implementation of the Emalahleni Local Municipality's performance management system:

i) Simplicity

- ii) Politically driven
- iii) Incremental implementation
- iv) Transparency and accountability
- v) Integration
- vi) Objectivity
- vii) Clear and acceptable

#### 4.3.3 Performance Monitoring and Review

With recent developments in performance measurement literature in both the public and private sectors, it has become well accepted that in order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing as seen by differing categories of stakeholders.

To ensure a balanced multi-perspective examination of the Emalahleni Municipality's performance, a Municipal balanced Scorecard model was adopted for the measuring of performance in the municipality. This model has been proved useful in performance management.

#### a) The Municipal Scorecard

The Municipal Scorecard is based on the following four key perspectives:

#### i) The Development Impact Perspective

In this perspective, the Emalahleni Municipality needs to assess whether the desired development impact in the municipal area is being achieved. This perspective constitutes the development priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It is, however, difficult to isolate development outcomes for which the municipality is solely accountable. The development priorities and indicators often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area is useful in showing whether the policies and strategies are having the desired development impact.



#### Structure of the Municipal Scorecard

#### ii) The Service Delivery Perspective

This perspective indicates how the municipality is performing with respect to the delivery of services and products. This relates to the output of the municipality as a whole.

#### iii) The Resource Management Perspective

This perspective indicates how the municipality is performing with respect to the management of its resources:

- Financial Resources
- Human Resources
- Information
- Organizational Infrastructure

#### iv) Governance Process Perspective:

This perspective indicates how the municipality is performing with respect to its engagement and relationship with its stakeholders in the process of governance. This perspective includes, amongst others:

- Public participation
- Citizen satisfaction
- Access to Information

#### b) Scorecards at different levels

There are two levels of scorecards for Emalahleni Municipality as depicted in the figure below.



#### Two levels of scorecards

#### i) The Strategic Scorecard

The strategic scorecard provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. The Municipal Manager and Managers of Departments use it after review as a basis for reporting to the Mayoral Committee, Council and the public.

#### ii) Service Scorecards

The service scorecards capture the performance of each defined service. Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a service scorecard provides a comprehensive picture of the performance of that service. It consists of objectives, indicators and targets derived from the service plan and service strategies. It is crucial that service scorecards are integrated into as a core component and simplify all regular reporting from departments to the Municipal Manager and Section 79 Committees.

Performance in the form of a service scorecard is reported to the Municipal Manager and relevant Section 79 Committee for review on a quarterly basis.

#### c) Scorecard concepts

- **Objectives:** are statements about what a service wants to achieve.
- Indicators: are measures that indicate whether progress is made towards achieving objectives.
- **A baseline measure**: is the value of the indicator before the start of the programme or prior to the period over which performance is to be reviewed.
- *A target:* is the value of the indicator that needs to be achieved by a specified time.
- The measurement source and frequency: indicate where the data emanates from and how frequently it can be measured and reported. This information assists the auditing process.

These have been used as the basis of the plans for the strategic and service scorecards.

#### d) Criteria for Good Indicators:

- Focused and Specific
- Measurable
- Valid and Relevant
- Reliable
- Simple
- Minimize perverse consequences
- Data Availability

#### 4.3.4 The process of Managing Performance

The annual process of managing the performance of the Emalahleni Municipality involves the following components:

- Co-ordination
- Performance Planning
- Measurement, Analysis and Reporting
- Performance Reviews
- Performance Auditing

#### a) Co-ordination

Co-ordination of the implementation of the planning, measurement, reporting and review process requires a multi-disciplinary team, representative of the organisation and its key processes. A performance management team has already been established including the

- Municipal Manager and the Executive Mayor
- Managers
- Councillors

The combined responsibility for performance management and the Integrated Development Plan, indicated below, are maintained, as they are inseparable.

#### b) Performance Planning

Because performance is managed in terms of the Integrated Development Plan, the IDP process constitutes the process of planning for performance. It is ensured that for all the priorities in the Integrated Development Plan, objectives, indicators and targets are developed.

#### c) Measurement and Analysis

For each indicator the scorecard requires a responsible official, usually the respective line manager, to be designated. While this official is not necessarily accountable for performance on this indicator, he/she is responsible for conducting measurements of that indicator, analysing and reporting these for reviews.

Analysis requires that line managers compare current performance with targets, past performance and possibly the performance of other municipalities, where data is available, to determine whether or not performance is poor. They also analyse the reasons for performance levels and suggest corrective action where necessary.

It is anticipated that annual surveys will be undertaken in the near future to provide data for indicators organisationally and for the different service scorecards. These may include:

- An annual citizen satisfaction survey conducted for households and business in the Emalahleni Municipality
- An employee satisfaction survey that is conducted internally

An overall analysis of the municipal performance with respect to the strategic scorecards and service scorecards will be made during annual reviews. Such an analysis will pick up trends in performance over time and over all departments.

#### d) Performance Reporting and Reviews

The figure in the next page provides a picture of the annual process of reporting and reviews.



#### The annual process of reporting and review

#### i) Departmental Reviews

Departments review their performance at least monthly, using their service scorecards to determine any emerging failures to service delivery and to intervene if necessary. Departments use these reviews as a platform to reflect on their goals and programmes and whether these are being achieved.

#### ii) Management Team Reviews

Departments report on their performance in the service scorecard format to the Municipal Manager. Additional indicators that occur in the strategic scorecard are also being reviewed. The formulation of the strategic scorecard and the process of review are co-ordinated by the Management Team.

The Management Team also reflects on whether targets are being achieved, what the reasons are for targets not being achieved where applicable and corrective action that may be necessary. Where targets need to be changed, the Management Team endorses these for approval by the Section 79 Committee. The Management Team can delegate tasks in developing an analysis of performance prior to Management Team reviews.

#### iii) Section 79 Committee Reviews

Each Section 79 Committee is required to review the performance of their respective services against their service scorecard. The Section 79 Committee appraises the performance of the service against committed targets. Where targets are not being met, the Section 79 Committee ensures that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient to address the reasons for poor performance. Changes in indicators and targets that do not appear in the strategic scorecard may be proposed to and can only be approved by the relevant Section 79 Committee. Changes in indicators and targets that fall within the strategic scorecard are approved by the Council.

#### iv) Mayoral Committee Reviews

On a quarterly basis, the Mayoral Committee engages in an intensive review of municipal performance against both the service scorecards and the strategic scorecard, as reported by the Municipal Manager.

The review reflects on the performance of services and the strategic scorecard. The Mayoral Committee ensures that targets committed to in the strategic scorecard are being met. If they are not met the Mayoral Committee ensures that satisfactory and sufficient reasons are provided and that the corrective action proposed is sufficient to address the reasons for poor performance.

The review also focuses on reviewing the systematic compliance to the performance management system, by Departments, Section 79 Committees and the Municipal Manager.

#### v) Incentives for Excellent Performance

The Mayoral Committee not only pays attention to poor performance but also to good performance. The Mayoral Committee acknowledges good performance by way of an Annual Mayoral Award for Excellent Performance.

#### vi) Council Reviews

The Mayoral Committee reports to Council on performance on an annual basis. This reporting takes place using the strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the strategic scorecard), financial statements and an audit report.

#### vii) Public Reviews

The Municipal Systems Act requires the public to be given the opportunity to review municipal performance.

#### e) Quality Control and Co-ordination

The performance management team is required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It is their role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

#### f) Performance Investigations

The Mayoral Committee or Audit Committee are able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis.

#### g) Internal Audit

The Emalahleni Municipality's internal audit function is continuously involved in auditing the performance reports of services and the strategic scorecard. As required by the regulations, it is required to produce an audit report on a quarterly basis, which report is to be submitted to the Municipal Manager and Audit Committee. The capacity of the internal audit unit still needs to be improved beyond the auditing of financial information.

#### h) Audit Committee

Section 14 of the Municipal Planning and Performance Management Regulations of 2001: These regulations require the Council to establish an audit committee, where the majority of members are not councillors or employees of the municipality. The Council also appoints a chairperson who is neither a councillor nor employee.

The operation of this audit committee is governed by sections 14(2) and (3) of the regulations, which provide that the performance audit committee must:

- review the quarterly reports submitted to it by the internal audit unit;
- review the municipality's performance management system and make recommendations in this regard to the council of that municipality;
- assess whether the performance indicators are sufficient; and
- at least twice during a financial year submit an audit report to the Council.

#### 4.3.5 Evaluation and Improvement of the Performance Management System

The Municipal Systems Act requires the Emalahleni Municipality to annually evaluate its performance management system. After the full cycle of the annual review is complete the performance management team will initiate an evaluation report annually, taking into account the inputs provided by departments. This report will then be discussed by the Management Team and finally submitted to the Mayoral Committee for discussion and approval.

#### 4.2 The Way Forward: Future Challenges

Section 34 (a) (i) (b) of the Municipal System Act, No. 32 of 2000 (as amended) states that "a municipal Council must review its Integrated Development Plan annually in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand as well as it may amend its Integrated Development Plan in accordance with the prescribed process." This Integrated Development Plan has been received following this section of the Municipal Systems Act no. 32 of 2000.

The value of the reviewed Integrated Development Plan for 2007/08 is embedded in the formulation of focused plans that are based on developmental priorities. This approach will assist with the curbing of wasteful expenditure and perpetual past spending patterns. Thus, the adoption of a more business-orientated approach is not aimed at running a municipality like a profit-bound company, but rather to ensure that scarce resources are allocated and spent effectively.

In addition to ensuring that all Emalahleni citizens have access to at least a minimum level of basic services, Emalahleni Local Municipality should take a leading role in addressing poverty and inherited inequalities, and in promoting local economic and social development and democracy. Thus service delivery would not be merely aimed at the present demands, but on informed projections and anticipation of future demands in order to ensure effective, efficient and sustained service delivery over the short, medium and long term.

Therefore this reviewed draft of the IDP 2010/11 is a product of a series of consultation processes with the community, especially at the level of wards and the Stakeholders Forum. It is a reflection of the broad Emalahleni needs, which through a process of prioritization, provides a directive for implementation by the delivery systems and the monitoring mechanisms put in place as well as the process guiding the IDP.

The Emalahleni overall budget is therefore guided by this agreement with the people and to achieve the objectives set out in this document will require collective efforts from Emalahleni people. While resources may not equal the needs, it is the challenge that we together have to confront though our continued planning processes as in the IDP.

# **SECTION J:**

# FINANCIAL MANAGEMENT

#### **Operational/Capital/General Financing Strategies**

#### a) Operational Strategies

The operational expenditure must be defrayed against the operational income realized through property tax, service charges and grants received from other spheres of government.

#### • Expenditure

				2007/2008			
CATEGORIES	%	2005/2006	2006/2007		2008/2009	2009/2010	2010/2011
		R'000	R'000	R'000	R'000	R'000	R'000
REMUNERATION	37.71	194,303	213,207	224,764	239,433	254,805	315,827
Employees	35.72	184,342	196,869	212,859	245,146	272,532	299,785
Councillors	1.99	9,961	16,338	11,905	13,517	14,584	16,042
GENERAL							
EXPENDITURE	45.17	223,393	260,498	280,106	409,967	305,534	506,566
- Eskom	25.78	127,369	135,012	141,761	180,034	258,697	284,567
- Water	0.85	4,250	4,463	14,276	25,000	28,400	31,240
- Sundry/Indigent	11.79	61,785	80,304	81,093	118,458	127,935	140,729
- Indigent	3.08	18,060	19,593	20,966	22,104	23,209	0
- Interest		12,862	13,555	16,115	34,826	45,482	50,030
Non-Cash flow							
Departmental/	3.67	11,929	7,571	5,894	42,649	0	0
Assessment rates							
Repairs and							
Maintenance	7.57	44,470	61,316	62,145	68,851	74,359	81,795
DEPRECIATION	4.21	14,156	91,470	67,240	147,419	24,356	26,792
CONTRIBUTIONS	4.28	27,707	23,926	34,139	31,240	32,802	97,342
- Sundry	1.12	5,582	5,861	6.313	9,020	10,245	11,271
- Bad debt	3.16	22,125	18,065	27,866	33,727	78,246	86,071
Capital grants							
Income contribution							

#### **MEDIUM TERM EXPENDITURE FRAMEWORK (6 YEARS)**
to capital	1.06	7,000	22,603	2,718	23,500	87,352	96,082
TOTAL	100.00	523,891	673,020	671,152	951,147	1,022,189	1,124,404

#### Revenue

#### i) Council's Own Income

The raising of revenue to improve and maintain the cash flow position of Council is necessary.

#### ii) Grants and Subsidies

Currently, this source of finance has increased significantly, especially with regard to the Equitable Share (funding of indigents).

#### iii) Water

The water tariffs were increased by an average of 20,7% based on a household consumption of 40kl (R207.60 vs. R172.00 in 2008/2009). Above 40 Kl, the tariff is 9.80/Kl compared with R8.15/Kl before, which is a 20.25% increase. The water tariffs can be regarded as realistic.

#### iv) Increase in the payment levels

As at 31 January 2009, the average payment level stands at 87.15% which means that the target of 89.00% for 2009/2010 is still a challenge.

The other services tariffs (electricity, refuse removal and sewerage) are deemed to be realistic and should not be unnecessarily increased. It should also be mentioned that our own funds (operating) are utilized for the annual redemption of interest and capital on external loans and should therefore be carefully monitored.

Council will have to continually strive, through actions, to maintain and increase the payment levels of consumer accounts to achieve a sustainable cash flow. ZMS Municipal Systems have been appointed to strengthen the Debt Collection Section, in order to improve the payment rate.

## b) Revenue Strategies

## i) Property Tax

The broadening of the tax base in terms of new legislation (Property Rates Act No. 6/2004), came into effect on 2 July 2005. However, a new valuation roll has been compiled in terms of the approved rates policy and will be implemented on 1 July 2009.

## ii) Services

Trading services must realize a 10% profit to subsidize rates and general services of which the balance must be funded from property rates.

### iii) Electricity

Distribution losses need to be addressed and the following measures must be implemented:

- Illegal connections followed up;
- Zero sales to be verified;
- Variance reports Cut off actions;
- Bulk metering;
- Installation of individual meters where not yet installed.

## iv) Water

Water distribution losses needs to be addressed and the following measures needs to be implemented:

- Unmetered supply;
- Cut off activities;
- Pipe breakages monitoring and repairs;
- Bulk metering;
- Installation of individual meters not submitted by Director Infrastructure & Basic Services.

#### v) Grants

All means of getting more grants must be explored as well as full utilization of grants received.

### vi) Increase of payment levels

The goal is to increase payment levels of consumer debtors as follows:

- 2008/2009 87.00%;
- 2009/2010 with 2% (including payment on arrears) to 89.00%;
- 2010/2011 90.00%.

The following schedules reflect the possible outcomes of these strategies (cash based).

IDP					6%	6%
STRATEGY	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATIONAL						
DESCRIPTION	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
	R'000	R'000	R'000	R'000	R'000	R'000
<u>REVENUE</u>						
Services (billed	384,269	411,903	440,082	473,988	562,124	703,894
less Dept)						
Less: Indigent	-13,404	-18,127	-19,661	-20,965	-28,719	0
TOTAL	370,865	393,776	420,421	453,023	533,405	703,894
Direct Income	38,322	38,850	56,205	39,829	118,329	113,330
Grapts (100%)	27 902	60 572	66 625	72 956	270 604	204 065
	57,055	00,372	00,033	13,030	270,094	204,903
REALISED INCOME	421,200	471,777	522,240	572,644	922,428	1,022,189

**MEDIUM TERM EXPENDITURE FRAMEWORK (REVENUE RAISING STRATEGY)** 

Payment levels on services 2008/2009 = 87.00%;

Payment levels on services 2009/2010 = 89.00%;

• Payment levels on services 2010/2011 = 90.00%.

## Notes:

The impact of the new Property Rates Act has not been taken into account with these calculations. The Act will be implemented at Emalahleni Local Municipality as from the  $1^{st}$  July 2009.

# **External Funds (Loans)**

The borrowing of money involves the following capital cost, i.e. external interest and redemption, which must be incorporated into the operational budget and is also a cash outflow.

# 4.1.3 Capital Financing Strategies

The capital expenditure can be funded from:

- 1. Contribution out of income (Operating Budget);
- 2. External loans;
- 3. Grants:
  - MIG (Municipal Infrastructure Grant); INEP (Integrated National Electrification Program); NDM (Nkangala District Municipality); FMG (Financial Management Grant) – up to 2007/2008. DLGH (Department of Local Government & Housing)

SCHEDULE FOR CAPITAL					
DESCRIPTION	2006/2007	2007/2008			
			2008/2009	2009/2010	2010/2011
	R'000	R'000	R'000	R'000	R'000
External loans	23,657	46,500	117,772	50,000	00,00
Income (own funds)	22,603	2,718	23,500	0	0
MIG, INEP Funds/FMG	42,626	39,040	127,681	55,293	60,822
NDM (District Municipality	38,568	28,200	29,144	32,059	35,265
TOTAL FOR COUNCIL	127,454	116,458	298,097	137,352	96 087.00

# 4.1.4 Summary of 5-Year Capital Plan

Available budget (funding) is comprised of the following:

TOTAL	<u>R830,448</u> million
Nkangala District Municipality (NDM)	<u>R163,236</u> million
GRANTS (CMIP, INEP, etc.)	R325,462 million
Own Funds (Revenue)	R 48,355 million
External loans	R292,929 million

Allocation of own funds on an annual basis:

	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	TOTAL
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	
External	104,851	113,740	274,597	137,352	151,087	781,627
Internal	22,603	2,2718	23,500	0	0	48,821
TOTAL	127,454	116,548	298,097	137,352	151,087	830,448

### Service Priorities

A system was developed during discussion of the IDP-document, to assign weights to the various services, in accordance with their importance.

The available amounts for the various services are as follows:

TYPE OF		2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
SERVICE	%	R'000	R'000	R'000	R'000	R'000
Water services	22,5	28,736	28,446	73,749	33,981	37,379
Sewer services	19.5	24,802	24,246	62,869	28,968	31,864
Roads & Storm water	13.2	16,820	18,780	48,709	22,443	24,688
Electricity Services	18.1	23,078	14,297	37,083	17,087	18,795
Sundry (refuse removal, Parks, DDP, Public Safety, Admin	26.7	34,018	30,687	75,687	34,873	38,361
& RM)						
TOTAL	100	127,454	116,456	298,097	137,352	151,087

# 4.1.5 General (Cost Effective) Financing Strategies

- 1. The training of staff;
- 2. The monitoring of projects;
- 3. The compilation of job descriptions and the improvement of internal controls;
- 4. The compilation of policy and procedure manuals;
- 5. The implementation of activity based costing;
- 6. Water and electricity meter Audit.

## 4.1.6. Cash Flow Strategies

• Balance – 1st July plus Receipts, less payments.

DESCRIPTION	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
	R'000	R'000	R'000	R'000	R'000
Balance 1 July	15,000	15,000	27,719	15,654	0
1. Debtors payments	372,355	450,954	458,959	587,055	633,504
2. Equitable Share	52,398	59 <i>,</i> 599	68,104	88,061	111,445
3. Other Grants NDM, Prove, etc.)	8,174	81,612	72,992	182,633	93,520
4. Direct Income	38,850	19,269	39,829	67,919	105,474
5. Unspent funds		29,076		15,654	
SUBTOTAL	486,777	655,510	667,603	956,976	943,943

Less Payments Salaries	194,303	213,207	224,764	258,663	287,116
& allowances					
Bulk Purchases (Electricity & Water)	131,619	139,475	156,038	249,954	287,097
General expenditure	61,785	80,304	69,621	134,112	127,935
Repairs &	44,470	61,316	62,145	68,851	74,359
Maintenance					
Capital Charges	27,018	105,025	103,350	56,051	69 <i>,</i> 838
Contributions	5,582	5,861	6,313	9,020	10,246
Capital Projects	7,000	22,603	2,718	180,325	87,352
SUBTOTAL	471,777	627,791	651,949	956,976	943,943
Balance c/f	15,000	27,719	15,654	0	0

### NOTES:

The impact of the New Property Rates Act (No. 6/2004) as well as the proposed takeover of our electricity networks by ESKOM/REDS, has not been taken into account on this cash flow statement.

Payment levels on consumer debtors have been increased as indicated under "The increase of the total payment levels."

Direct income was derived from the Strategic Financial Plan, with the annual adjustments as per cash flow statement above.

Salaries and allowances have been determined upon the current structure. However, actual expenditure will depend on changes, as well as agreements reached annually at the SALGBC.

Bulk purchases of electricity and water have been based on actual expenditure, as well as annual increases.

General Expenditure has been curtailed, in accordance with cash flow.

Capital charges reflect the actual interest and annual redemption as well as in addition new loans being taken up.

Loan redemption pertains to the full redemption of the relevant external loan(s).

Capital projects have been executed in accordance with available cash flow.